

# Vote 39

## Trade, Industry and Competition

### Budget summary

R million	2021/22				2022/23	2023/24
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
<b>MTEF allocation</b>						
Administration	857.7	843.2	–	14.5	873.3	873.1
Trade Policy, Negotiations and Cooperation	233.1	94.9	137.3	0.8	235.5	234.9
Spatial Industrial Development and Economic Transformation	183.4	148.8	34.1	0.5	186.4	187.6
Industrial Competitiveness and Growth	1 759.0	131.3	1 626.6	1.0	1 799.7	1 775.8
Consumer and Corporate Regulation	333.3	80.2	252.9	0.2	338.6	339.2
Industrial Financing	4 871.1	168.4	4 687.6	15.0	5 018.0	5 155.2
Export Development, Promotion and Outward Investments	443.9	229.7	211.6	2.6	445.8	442.2
Inward Investment Attraction, Facilitation and Aftercare	70.2	54.7	15.0	0.5	72.7	74.7
Competition Policy and Economic Planning	906.3	46.3	859.7	0.2	930.6	939.5
Economic Research and Coordination	78.9	77.8	–	1.0	79.3	77.6
<b>Total expenditure estimates</b>	<b>9 736.6</b>	<b>1 875.4</b>	<b>7 824.8</b>	<b>36.4</b>	<b>9 979.8</b>	<b>10 099.7</b>

Executive authority Minister of Trade, Industry and Competition  
 Accounting officer Director-General of Trade, Industry and Competition  
 Website [www.thedti.gov.za](http://www.thedti.gov.za)

The Estimates of National Expenditure is available at [www.treasury.gov.za](http://www.treasury.gov.za). Additional tables in Excel format can be found at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

### Vote purpose

*Lead economic development policy formulation and planning. Facilitate access to sustainable economic activity and employment for all South Africans through an understanding of the economy, knowledge of economic opportunities and potential, and anticipation of future economic trends. Catalyse economic transformation and development, and provide a predictable, competitive, equitable and socially responsible environment for investment, enterprise and trade for economic citizens. Contribute to achieving government's vision of an adaptive and restructured economy, characterised by accelerated economic growth, employment creation and greater equity.*

### Mandate

The mandate of the Department of Trade, Industry and Competition is derived from a broad legislative framework, which includes:

- the Broad-Based Black Economic Empowerment Act (2003)
- the Companies Act (2008)
- the Competition Act (1998), as amended
- the Consumer Protection Act (2008)
- the Industrial Development Corporation Act (1940)
- the International Trade Administration Act (2002)
- the Manufacturing Development Act (1993)
- the Special Economic Zones Act (2014).

## Selected performance indicators

**Table 39.1 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 master plans submitted to the minister per year	Industrial Competitiveness and Growth	Priority 2: Economic transformation and job creation	– <sup>1</sup>	3	2	3	2	– <sup>2</sup>	– <sup>2</sup>
Number of designation requests submitted for the minister's approval per year	Industrial Competitiveness and Growth		2	2	– <sup>3</sup>	2	2	2	2
Value of projected investment to be leveraged from approved projects per year	Industrial Financing		R36.8bn	R13.2bn	R25.6m	R15bn	R15bn	R15bn	R15bn

1. No historical data available

2. Indicator discontinued.

3. No designation approved as the programme was under review.

## Expenditure analysis

The department will continue with the development and implementation of various sectoral master plans as part of the reimagined industrial strategy. In addition, as part of its role in implementing key interventions of the South African economic reconstruction and recovery plan in the wake of the COVID-19 pandemic, over the medium term, the department will focus on providing industrial finance, developing industrial infrastructure, and enhancing competition oversight.

Expenditure is expected to increase at an average annual rate of 2.9 per cent, from R9.3 billion in 2020/21 to R10.1 billion in 2023/24. Allocations to the *Industrial Financing* programme account for 51.1 per cent (R15 billion) of the department's expenditure, mainly to fund incentive programmes. Spending in the programme is expected to increase at an average annual rate of 1.6 per cent, from R4.9 billion in 2020/21 to R5.2 billion in 2023/24.

### Providing industrial finance

In support of the economic reconstruction and recovery plan, initiatives in the *Industrial Financing* programme are aimed at growing sustainable and competitive enterprises through providing direct or indirect access to industrial finance. Initiatives include the economic distress programme and economic recovery support in the *Manufacturing Incentives* subprogramme. The economic distress programme consists of loans administered by the Industrial Development Corporation and the National Empowerment Fund, and manufacturing development incentive grants. Over the period ahead, the department will continue to implement the automotive incentive scheme, the black industrialist programme, the agro-processing support scheme, the strategic partnership programme and the aquaculture development enhancement programme. Allocations to the *Manufacturing Incentives* subprogramme account for 49.5 per cent (R7 billion) of the *Industrial Financing* programme's budget over the medium term.

### Developing industrial infrastructure

A critical part of the economic reconstruction and recovery plan includes interventions to build catalysts for investment through infrastructure development. Support for infrastructure investment is provided mainly through the *Industrial Financing* programme, and includes the development of special economic zones, the provision of critical infrastructure activities, and the rollout of infrastructure within industrial parks in support of the district development model. Spending in the programme's *Infrastructure Investment Support* subprogramme is expected to increase at an average annual rate of 13.9 per cent, from R1.3 billion in 2020/21 to R1.9 billion in 2023/24. Of this, R4.7 billion over the medium term is allocated for special economic zones, R349 million for critical infrastructure, and R407.8 million for industrial parks.

### Enhancing competition regulation

The Competition Amendment Act (2018) expands the mandates of competition authorities to include the initiation of market inquiries, a number of which have already commenced in key economic sectors. Over the medium term, the department plans to oversee the implementation of these expanded mandates. An additional R369.4 million is allocated to the Competition Commission over the medium term to improve capacity to

investigate cartels and conduct market inquiries, and for litigation. As a result, allocations to the *Competition Policy and Economic Planning* programme are set to increase at an average annual rate of 11 per cent, from R686.1 million in 2020/21 to R939.5 million in 2023/24.

## Expenditure trends and estimates

**Table 39.2 Vote expenditure trends and estimates by programme and economic classification**

<b>Programmes</b>											
1. Administration											
2. Trade Policy, Negotiations and Cooperation											
3. Spatial Industrial Development and Economic Transformation											
4. Industrial Competitiveness and Growth											
5. Consumer and Corporate Regulation											
6. Industrial Financing											
7. Export Development, Promotion and Outward Investments											
8. Inward Investment Attraction, Facilitation and Aftercare											
9. Competition Policy and Economic Planning											
10. Economic Research and Coordination											
<b>Programme</b>											
R million	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		
Programme 1	827.4	862.3	889.2	829.9	0.1%	8.4%	857.7	873.3	873.1	1.7%	8.8%
Programme 2	220.2	228.7	235.8	213.2	-1.1%	2.2%	233.1	235.5	234.9	3.3%	2.3%
Programme 3	115.9	122.9	156.3	141.1	6.8%	1.3%	183.4	186.4	187.6	10.0%	1.8%
Programme 4	1 838.8	2 018.6	2 076.6	1 650.5	-3.5%	18.6%	1 759.0	1 799.7	1 775.8	2.5%	17.9%
Programme 5	298.7	323.8	329.9	304.2	0.6%	3.1%	333.3	338.6	339.2	3.7%	3.4%
Programme 6	5 580.3	5 559.8	5 902.9	4 915.0	-4.1%	53.8%	4 871.1	5 018.0	5 155.2	1.6%	51.1%
Programme 7	456.2	460.2	505.7	420.8	-2.7%	4.5%	443.9	445.8	442.2	1.7%	4.5%
Programme 8	64.5	69.4	66.1	57.2	-3.9%	0.6%	70.2	72.7	74.7	9.3%	0.7%
Programme 9	683.2	805.6	681.4	686.1	0.1%	7.0%	906.3	930.6	939.5	11.0%	8.9%
Programme 10	60.1	68.0	32.1	55.2	(0.0)	0.0	78.9	79.3	77.6	0.1	0.0
<b>Total</b>	<b>10 145.3</b>	<b>10 519.3</b>	<b>10 876.0</b>	<b>9 273.3</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>9 736.6</b>	<b>9 979.8</b>	<b>10 099.7</b>	<b>2.9%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(1 808.9)			(361.7)	(509.3)	-		
<b>Economic classification</b>											
<b>Current payments</b>	<b>1 723.1</b>	<b>1 826.0</b>	<b>1 809.1</b>	<b>1 759.5</b>	<b>0.7%</b>	<b>17.4%</b>	<b>1 875.4</b>	<b>1 883.3</b>	<b>1 853.6</b>	<b>1.8%</b>	<b>18.9%</b>
Compensation of employees	1 035.3	1 073.2	1 078.5	1 093.0	1.8%	10.5%	1 046.6	1 029.4	991.2	-3.2%	10.6%
Goods and services <sup>1</sup>	687.8	752.8	730.5	666.5	-1.0%	7.0%	828.8	853.9	862.3	9.0%	8.2%
<i>of which:</i>											
Computer services	45.0	36.1	18.0	37.1	-6.2%	0.3%	38.4	39.1	39.4	2.0%	0.4%
Consultants: Business and advisory services	23.8	43.3	57.3	49.3	27.4%	0.4%	67.3	69.4	70.0	12.4%	0.7%
Legal services	19.7	23.2	29.3	28.9	13.7%	0.2%	38.5	40.4	40.8	12.2%	0.4%
Operating leases	335.9	355.7	366.1	366.2	2.9%	3.5%	332.7	341.4	347.9	-1.7%	3.6%
Travel and subsistence	106.9	118.7	114.1	40.5	-27.7%	0.9%	143.4	149.0	148.0	54.1%	1.2%
Operating payments	23.0	24.4	27.6	22.7	-0.5%	0.2%	35.4	34.2	33.3	13.7%	0.3%
<b>Transfers and subsidies<sup>1</sup></b>	<b>8 394.8</b>	<b>8 674.0</b>	<b>9 039.8</b>	<b>7 497.0</b>	<b>-3.7%</b>	<b>82.3%</b>	<b>7 824.8</b>	<b>8 058.4</b>	<b>8 206.4</b>	<b>3.1%</b>	<b>80.8%</b>
Departmental agencies and accounts	1 120.0	1 091.0	1 144.2	1 041.3	-2.4%	10.8%	1 280.8	1 313.7	1 330.9	8.5%	12.7%
Foreign governments and international organisations	28.5	27.7	29.6	39.9	11.9%	0.3%	43.6	44.8	45.3	4.4%	0.4%
Public corporations and private enterprises	7 070.0	7 348.8	7 681.8	6 273.8	-3.9%	69.5%	6 345.2	6 545.7	6 678.3	2.1%	66.1%
Non-profit institutions	173.8	202.4	178.9	140.9	-6.8%	1.7%	154.3	153.2	150.9	2.3%	1.5%
Households	2.5	4.2	5.2	1.2	-22.5%	0.0%	1.0	1.0	1.0	-5.1%	0.0%
<b>Payments for capital assets</b>	<b>26.2</b>	<b>18.9</b>	<b>12.6</b>	<b>16.7</b>	<b>-13.9%</b>	<b>0.2%</b>	<b>36.4</b>	<b>38.1</b>	<b>39.8</b>	<b>33.5%</b>	<b>0.3%</b>
Machinery and equipment	18.0	17.8	10.0	13.3	-9.5%	0.1%	20.0	21.2	22.1	18.4%	0.2%
Software and other intangible assets	8.2	1.1	2.5	3.4	-25.5%	0.0%	16.3	16.9	17.7	73.2%	0.1%
<b>Payments for financial assets</b>	<b>1.1</b>	<b>0.5</b>	<b>14.5</b>	<b>-</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total</b>	<b>10 145.3</b>	<b>10 519.3</b>	<b>10 876.0</b>	<b>9 273.3</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>9 736.6</b>	<b>9 979.8</b>	<b>10 099.7</b>	<b>2.9%</b>	<b>100.0%</b>

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

## Transfers and subsidies expenditure trends and estimates

Table 39.3 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		
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>2 080</b>	<b>3 822</b>	<b>4 943</b>	<b>1 178</b>	<b>-17.3%</b>	<b>-</b>	<b>960</b>	<b>997</b>	<b>1 007</b>	<b>-5.1%</b>	<b>-</b>
Employee social benefits	2 025	3 807	1 779	1 178	-16.5%	-	960	997	1 007	-5.1%	-
Other transfers to households	55	15	3 164	-	-100.0%	-	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>973 703</b>	<b>967 867</b>	<b>1 014 260</b>	<b>921 524</b>	<b>-1.8%</b>	<b>11.5%</b>	<b>1 140 105</b>	<b>1 167 961</b>	<b>1 178 710</b>	<b>8.6%</b>	<b>14.0%</b>
Council for Geoscience	1 188	1 257	1 327	1 052	-4.0%	-	1 398	1 437	1 451	11.3%	-
National Productivity Institute	8 949	9 231	30 996	10 741	6.3%	0.2%	10 389	10 558	10 662	-0.2%	0.1%
South African National Accreditation System	30 313	31 032	31 669	28 748	-1.8%	0.4%	32 967	33 820	34 153	5.9%	0.4%
National Metrology Institute of South Africa: Operations	106 470	109 698	115 057	103 550	-0.9%	1.3%	121 061	122 832	124 041	6.2%	1.5%
National Regulator for Compulsory Specifications	128 745	146 104	139 501	126 126	-0.7%	1.6%	144 099	147 560	149 012	5.7%	1.8%
National Credit Regulator	73 056	75 361	86 580	71 272	-0.8%	0.9%	81 432	83 241	84 060	5.7%	1.0%
National Gambling Board	31 627	32 624	33 797	31 027	-0.6%	0.4%	35 928	36 477	36 836	5.9%	0.4%
National Consumer Tribunal	48 459	52 688	56 639	47 492	-0.7%	0.6%	53 515	54 756	55 295	5.2%	0.7%
National Consumer Commission	52 614	69 674	58 304	51 530	-0.7%	0.7%	58 505	59 388	59 973	5.2%	0.7%
Companies Tribunal	15 822	16 740	17 352	20 752	9.5%	0.2%	17 313	17 529	17 702	-5.2%	0.2%
National Research Foundation	84 000	-	-	-	-100.0%	0.2%	-	-	-	-	-
Competition Commission	263 354	281 788	295 438	302 586	4.7%	3.4%	439 550	449 518	453 195	14.4%	5.2%
Competition Tribunal	30 041	35 086	36 172	32 342	2.5%	0.4%	36 970	42 286	42 703	9.7%	0.5%
International Trade Administration Commission	99 065	106 584	111 428	94 306	-1.6%	1.2%	106 978	108 559	109 627	5.1%	1.3%
<b>Capital</b>	<b>146 333</b>	<b>123 086</b>	<b>129 979</b>	<b>119 741</b>	<b>-6.5%</b>	<b>1.5%</b>	<b>140 655</b>	<b>145 744</b>	<b>152 167</b>	<b>8.3%</b>	<b>1.8%</b>
National Metrology Institute of South Africa	146 333	123 086	129 979	119 741	-6.5%	1.5%	140 655	145 744	152 167	8.3%	1.8%
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>448</b>	<b>339</b>	<b>265</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee social benefits	88	-	-	-	-100.0%	-	-	-	-	-	-
Gifts and donations	259	286	83	-	-100.0%	-	-	-	-	-	-
Other transfers to households	101	49	182	-	-100.0%	-	-	-	-	-	-
Other transfer to household	-	4	-	-	-	-	-	-	-	-	-

Table 39.3 Vote transfers and subsidies trends and estimates

R thousand	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		
<b>Public corporations and private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	<b>198 603</b>	<b>252 006</b>	<b>225 577</b>	<b>109 322</b>	<b>-18.0%</b>	<b>2.3%</b>	<b>315 270</b>	<b>324 054</b>	<b>327 242</b>	<b>44.1%</b>	<b>3.4%</b>
Various institutions:	162 372	223 575	211 578	93 482	-16.8%	2.1%	243 067	249 839	252 297	39.2%	2.7%
Export market and investment assistance											
Various institutions: Support programme for industrial innovation	36 231	28 431	13 999	15 840	-24.1%	0.3%	72 203	74 215	74 945	67.9%	0.8%
<b>Capital</b>	<b>38 836</b>	<b>68 123</b>	<b>62 030</b>	<b>46 871</b>	<b>6.5%</b>	<b>0.6%</b>	<b>113 574</b>	<b>116 554</b>	<b>118 862</b>	<b>36.4%</b>	<b>1.3%</b>
Various institutions: Critical infrastructure programme	38 836	68 123	62 030	46 871	6.5%	0.6%	113 574	116 554	118 862	36.4%	1.3%
<b>Non-profit institutions</b>											
<b>Current</b>	<b>173 814</b>	<b>202 430</b>	<b>178 897</b>	<b>140 882</b>	<b>-6.8%</b>	<b>2.1%</b>	<b>154 288</b>	<b>153 155</b>	<b>150 900</b>	<b>2.3%</b>	<b>1.9%</b>
Black Business Council	1 500	-	-	1 425	-1.7%	-	1 644	1 690	1 707	6.2%	-
Intsimbi future production technologies initiatives	75 786	116 136	88 341	61 840	-6.6%	1.0%	66 257	68 176	68 291	3.4%	0.8%
Automotive supply chain competitiveness initiative	13 127	7 984	8 813	8 368	-13.9%	0.1%	9 656	9 925	10 023	6.2%	0.1%
Trade and industrial policy strategies	24 423	27 086	27 763	18 243	-9.3%	0.3%	18 235	18 198	15 169	-6.0%	0.2%
Centurion	25 367	15 490	16 357	15 531	-15.1%	0.2%	17 922	13 636	13 771	-3.9%	0.2%
Aerospace Village Proudly South African campaign	33 611	35 734	37 623	35 475	1.8%	0.4%	40 574	41 530	41 939	5.7%	0.5%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>28 457</b>	<b>27 650</b>	<b>29 646</b>	<b>39 854</b>	<b>11.9%</b>	<b>0.4%</b>	<b>43 632</b>	<b>44 844</b>	<b>45 286</b>	<b>4.4%</b>	<b>0.5%</b>
Organisation for the Prohibition of Chemical Weapons	3 543	2 906	3 008	4 405	7.5%	-	6 213	6 386	6 449	13.5%	0.1%
World Trade Organisation	12 908	13 299	14 282	17 091	9.8%	0.2%	17 420	17 906	18 081	1.9%	0.2%
United Nations Industrial Development Organisation	6 021	5 090	4 716	7 178	6.0%	0.1%	8 130	8 355	8 438	5.5%	0.1%
Treaty organisations for metrology	1 644	1 702	1 861	2 607	16.6%	-	2 160	2 219	2 241	-4.9%	-
World Intellectual Property Organisation	4 341	4 653	5 779	5 487	8.1%	0.1%	6 214	6 387	6 450	5.5%	0.1%
Export consultancy trust funds: International Bank for Reconstruction and Development (World Bank)	-	-	-	1 543	-	-	1 748	1 796	1 814	5.5%	-
Export consultancy trust funds: International Finance Corporation	-	-	-	1 543	-	-	1 747	1 795	1 813	5.5%	-

Table 39.3 Vote transfers and subsidies trends and estimates

R thousand	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		
<b>Public corporations and private enterprises</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>1 935 511</b>	<b>2 220 769</b>	<b>2 618 685</b>	<b>1 973 220</b>	<b>0.6%</b>	<b>26.0%</b>	<b>1 610 440</b>	<b>1 659 653</b>	<b>1 644 585</b>	<b>-5.9%</b>	<b>21.8%</b>
Employee social benefits	65	164	–	–	-100.0%	–	–	–	–	–	–
Protechnik Laboratories: Operations	3 093	3 272	3 455	3 645	5.6%	–	3 715	3 817	3 855	1.9%	–
Council for Scientific and Industrial Research	1 738	1 839	1 942	1 606	-2.6%	–	2 047	2 104	2 125	9.8%	–
Industrial Development Corporation	870 440	1 047 287	934 649	760 228	-4.4%	10.8%	718 840	742 783	753 302	-0.3%	9.4%
Council for Scientific and Industrial Research: National Cleaner Production Centre	62 951	58 008	53 592	48 023	-8.6%	0.7%	62 926	65 201	27 270	-17.2%	0.6%
Council for Scientific and Industrial Research: National foundry technology network	18 678	8 183	18 699	18 801	0.2%	0.2%	19 309	20 165	20 412	2.8%	0.2%
South African Bureau of Standards	302 494	375 931	420 384	270 421	-3.7%	4.1%	328 819	336 248	340 064	7.9%	4.0%
Industrial Development Corporation: Industrial financing	250 000	300 000	700 000	500 000	26.0%	5.2%	–	–	–	-100.0%	1.6%
Export Credit Insurance Corporation of South Africa	188 272	183 248	233 511	162 710	-4.7%	2.3%	208 078	213 873	215 979	9.9%	2.5%
Various institutions: One-stop shop	14 000	14 000	11 000	11 000	-7.7%	0.1%	15 000	16 804	20 374	22.8%	0.2%
Small Enterprise Finance Agency	223 780	228 837	241 453	196 786	-4.2%	2.7%	251 706	258 658	261 204	9.9%	3.1%
<b>Capital</b>	<b>1 725 975</b>	<b>1 275 263</b>	<b>1 510 960</b>	<b>1 246 090</b>	<b>-10.3%</b>	<b>17.1%</b>	<b>1 663 696</b>	<b>1 722 321</b>	<b>1 794 332</b>	<b>12.9%</b>	<b>20.3%</b>
Protechnik Laboratories: Capital	1 279	1 354	1 428	–	-100.0%	–	1 592	1 651	1 724	–	–
Council for Scientific and Industrial Research: Aerospace industry	19 020	31 753	21 556	20 154	1.9%	0.3%	26 513	27 387	28 594	12.4%	0.3%
Various institutions: Critical infrastructure programme	140 257	83 040	134 933	123 052	-4.3%	1.4%	130 921	135 432	141 401	4.7%	1.7%
Various institutions: Special economic zones	1 565 419	1 159 116	1 353 043	1 102 884	-11.0%	15.4%	1 504 670	1 557 851	1 622 613	13.7%	18.3%
<b>Public corporations and private enterprises</b>											
<b>Subsidies on products and production (pe)</b>											
<b>Current</b>	<b>3 171 053</b>	<b>3 532 602</b>	<b>3 264 584</b>	<b>2 898 336</b>	<b>-3.0%</b>	<b>38.3%</b>	<b>2 642 211</b>	<b>2 723 145</b>	<b>2 793 271</b>	<b>-1.2%</b>	<b>35.0%</b>
Various institutions: Services sector development incentives	812 498	831 342	804 870	660 649	-6.7%	9.3%	712 008	731 842	739 044	3.8%	9.0%
Various institutions: Manufacturing development incentives	2 338 306	2 700 373	2 459 714	2 214 887	-1.8%	28.9%	1 910 203	1 966 303	2 024 227	-3.0%	25.7%
Various institutions: Industrial development zones – other	20 249	887	–	22 800	4.0%	0.1%	20 000	25 000	30 000	9.6%	0.3%
<b>Total</b>	<b>8 394 813</b>	<b>8 673 957</b>	<b>9 039 826</b>	<b>7 497 018</b>	<b>-3.7%</b>	<b>100.0%</b>	<b>7 824 831</b>	<b>8 058 428</b>	<b>8 206 362</b>	<b>3.1%</b>	<b>100.0%</b>

## Personnel information

**Table 39.4 Vote personnel numbers and cost by salary level and programme<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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		Unit cost	2020/21		Unit cost	2021/22		2022/23		2023/24				2020/21 - 2023/24				
Trade, Industry and Competition		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				
<b>Salary level</b>		<b>1 491</b>	<b>111</b>	<b>1 387</b>	<b>1 078.5</b>	<b>0.8</b>	<b>1 415</b>	<b>1 093.0</b>	<b>0.8</b>	<b>1 357</b>	<b>1 046.6</b>	<b>0.8</b>	<b>1 327</b>	<b>1 029.4</b>	<b>0.8</b>	<b>1 264</b>	<b>991.2</b>	<b>0.8</b>	<b>-3.7%</b>	<b>100.0%</b>
1 – 6	207	56	176	49.5	0.3	172	52.4	0.3	168	52.8	0.3	164	52.5	0.3	160	52.8	0.3	-2.4%	12.4%	
7 – 10	593	–	562	316.6	0.6	590	322.5	0.5	579	321.0	0.6	576	323.7	0.6	552	315.0	0.6	-2.2%	42.8%	
11 – 12	342	–	319	294.0	0.9	329	304.5	0.9	321	301.7	0.9	318	303.4	1.0	304	294.0	1.0	-2.6%	23.7%	
13 – 16	271	3	252	322.9	1.3	253	324.9	1.3	234	300.8	1.3	221	287.0	1.3	207	274.4	1.3	-6.5%	17.1%	
Other	78	52	78	95.6	1.2	71	88.8	1.3	55	70.4	1.3	48	62.8	1.3	41	54.9	1.3	-16.7%	4.0%	
<b>Programme</b>	<b>1 491</b>	<b>111</b>	<b>1 387</b>	<b>1 078.5</b>	<b>0.8</b>	<b>1 415</b>	<b>1 093.0</b>	<b>0.8</b>	<b>1 357</b>	<b>1 046.6</b>	<b>0.8</b>	<b>1 327</b>	<b>1 029.4</b>	<b>0.8</b>	<b>1 264</b>	<b>991.2</b>	<b>0.8</b>	<b>-3.7%</b>	<b>100.0%</b>	
Programme 1	486	17	443	329.9	0.7	424	314.0	0.7	408	301.0	0.7	400	296.5	0.7	380	286.1	0.8	-3.6%	30.1%	
Programme 2	96	1	91	81.8	0.9	91	81.1	0.9	82	73.7	0.9	81	73.0	0.9	77	70.8	0.9	-5.4%	6.2%	
Programme 3	109	5	97	81.3	0.8	95	82.2	0.9	88	74.0	0.8	88	71.9	0.8	85	69.1	0.8	-3.6%	6.6%	
Programme 4	150	7	144	109.8	0.8	148	118.8	0.8	140	112.2	0.8	138	108.5	0.8	131	103.9	0.8	-4.0%	10.4%	
Programme 5	77	6	70	54.9	0.8	75	58.6	0.8	75	59.2	0.8	72	59.1	0.8	67	57.0	0.9	-3.7%	5.4%	
Programme 6	201	7	201	139.3	0.7	215	140.4	0.7	210	137.7	0.7	206	137.1	0.7	197	131.9	0.7	-2.9%	15.4%	
Programme 7	222	52	215	197.7	0.9	208	192.2	0.9	190	174.2	0.9	181	168.6	0.9	173	162.1	0.9	-6.0%	14.0%	
Programme 8	71	12	60	42.2	0.7	52	37.2	0.7	50	37.7	0.8	49	37.8	0.8	47	36.4	0.8	-3.3%	3.7%	
Programme 9	28	2	21	11.1	0.5	42	23.7	0.6	40	23.4	0.6	41	24.1	0.6	39	23.2	0.6	-2.4%	3.0%	
Programme 10	51	2	45	30.5	0.7	65	44.8	0.7	74	53.6	0.7	71	52.8	0.7	68	50.8	0.7	1.5%	5.2%	

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

2. Rand million.

## Departmental receipts

**Table 39.5 Departmental receipts by economic classification**

	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		
R thousand												
<b>Departmental receipts</b>	<b>274 206</b>	<b>220 060</b>	<b>167 730</b>	<b>227 051</b>	<b>221 471</b>	<b>-6.9%</b>	<b>100.0%</b>	<b>221 334</b>	<b>244 302</b>	<b>257 176</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Tax receipts</b>	<b>4 239</b>	<b>3 773</b>	<b>5 453</b>	<b>4 900</b>	<b>4 900</b>	<b>4.9%</b>	<b>2.1%</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>0.7%</b>	<b>2.1%</b>
<b>Sales of goods and services produced by department</b>	<b>668</b>	<b>659</b>	<b>697</b>	<b>737</b>	<b>706</b>	<b>1.9%</b>	<b>0.3%</b>	<b>766</b>	<b>824</b>	<b>831</b>	<b>5.6%</b>	<b>0.3%</b>
Sales by market establishments	279	265	275	335	300	2.4%	0.1%	350	355	350	5.3%	0.1%
of which:												
Rental of parking	279	265	275	335	300	2.4%	0.1%	350	355	350	5.3%	0.1%
Administrative fees	–	–	1	1	1	–	–	1	1	1	–	–
of which:												
Request for information in terms of the Promotion of Access to Information Act (2000)	–	–	1	1	1	–	–	1	1	1	–	–
Other sales	389	394	421	401	405	1.4%	0.2%	415	468	480	5.8%	0.2%
of which:												
Commission on hand	189	300	–	290	–	-100.0%	0.1%	290	320	300	–	0.1%
Academic services	185	77	206	90	207	3.8%	0.1%	100	120	150	-10.2%	0.1%
Commission on insurance and garnishee	15	17	215	21	198	136.3%	0.1%	25	28	30	-46.7%	–

Table 39.5 Departmental receipts by economic classification

R thousand	Audited outcome			Adjusted estimate 2020/21	Revised estimate	Average growth rate (%) 2017/18 - 2020/21	Average Receipt item/ Total (%) 2020/21	Medium-term receipts estimate			Average growth rate (%) 2020/21 - 2023/24	Average Receipt item/ Total (%) 2020/21 - 2023/24
	2017/18	2018/19	2019/20					2021/22	2022/23	2023/24		
Sales of scrap, waste, arms and other used current goods	15	5	77	11	30	26.0%	-	6	11	15	-20.6%	-
of which:												
Wastepaper: Recycling of paper	15	-	-	1	-	-100.0%	-	1	1	-	-	-
Cellphones: Old pool phones	-	5	77	10	30	-	-	5	10	15	-20.6%	-
Fines, penalties and forfeits	157 408	96 288	61 389	93 890	93 890	-15.8%	46.3%	93 890	93 890	93 080	-0.3%	39.7%
Interest, dividends and rent on land	51 513	50 741	8 265	57 120	57 120	3.5%	19.0%	52 197	52 309	52 500	-2.8%	22.7%
Interest	1 513	741	7 895	2 120	2 120	11.9%	1.4%	2 197	2 309	2 500	5.6%	1.0%
Dividends	50 000	50 000	370	55 000	55 000	3.2%	17.6%	50 000	50 000	50 000	-3.1%	21.7%
of which:												
Dividends from the Industrial Development Corporation	50 000	50 000	370	55 000	55 000	3.2%	17.6%	50 000	50 000	50 000	-3.1%	21.7%
Sales of capital assets	487	10	32	360	98	-41.4%	0.1%	400	-	500	72.2%	0.1%
Transactions in financial assets and liabilities	59 876	68 584	91 817	70 033	64 727	2.6%	32.3%	69 075	92 268	105 250	17.6%	35.1%
<b>Total</b>	<b>274 206</b>	<b>220 060</b>	<b>167 730</b>	<b>227 051</b>	<b>221 471</b>	<b>-6.9%</b>	<b>100.0%</b>	<b>221 334</b>	<b>244 302</b>	<b>257 176</b>	<b>5.1%</b>	<b>100.0%</b>

## Programme 1: Administration

### Programme purpose

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

### Expenditure trends and estimates

Table 39.6 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 (%) 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											
Ministry	49.3	60.4	53.7	38.1	-8.3%	5.9%	61.0	60.5	59.3	15.9%	6.4%
Office of the Director-General	71.6	73.2	123.7	84.7	5.8%	10.4%	81.3	85.1	83.3	-0.5%	9.7%
Corporate Management Services	547.0	554.9	548.0	545.6	-0.1%	64.4%	561.1	570.2	575.9	1.8%	65.6%
Office Accommodation	2.3	2.4	1.6	3.3	12.2%	0.3%	6.4	6.5	6.6	26.1%	0.7%
Financial Management Services	81.1	78.1	89.2	91.0	3.9%	10.0%	77.1	79.4	76.6	-5.6%	9.4%
Marketing Communication and Media Relations	76.1	93.3	72.9	67.2	-4.1%	9.1%	70.7	71.5	71.4	2.0%	8.2%
<b>Total</b>	<b>827.4</b>	<b>862.3</b>	<b>889.2</b>	<b>829.9</b>	<b>0.1%</b>	<b>100.0%</b>	<b>857.7</b>	<b>873.3</b>	<b>873.1</b>	<b>1.7%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(43.7)			(69.6)	(97.0)	-		
<b>Economic classification</b>											
<b>Current payments</b>	<b>801.2</b>	<b>844.5</b>	<b>868.7</b>	<b>816.4</b>	<b>0.6%</b>	<b>97.7%</b>	<b>843.2</b>	<b>858.0</b>	<b>857.2</b>	<b>1.6%</b>	<b>98.3%</b>
Compensation of employees	304.8	308.9	329.9	314.0	1.0%	36.9%	301.0	296.5	286.1	-3.0%	34.9%
Goods and services <sup>1</sup>	496.5	535.6	538.8	502.5	0.4%	60.8%	542.2	561.4	571.1	4.4%	63.4%
of which:											
Advertising	19.4	24.1	8.3	10.9	-17.5%	1.8%	18.9	19.5	20.1	22.7%	2.0%
Computer services	43.4	34.7	13.9	29.4	-12.2%	3.6%	31.6	32.9	33.3	4.3%	3.7%
Legal services	13.8	13.2	16.4	15.9	4.8%	1.7%	25.0	26.5	26.9	19.2%	2.7%
Contractors	13.3	20.1	14.5	9.6	-10.3%	1.7%	24.2	25.0	25.5	38.5%	2.5%
Operating leases	304.0	324.3	338.5	337.5	3.6%	38.3%	310.4	318.7	325.4	-1.2%	37.6%
Travel and subsistence	22.5	31.9	29.9	12.5	-17.7%	2.8%	39.8	41.0	41.3	48.8%	3.9%
Transfers and subsidies <sup>1</sup>	0.7	0.8	3.7	0.2	-37.4%	0.2%	-	-	-	-100.0%	-
Households	0.7	0.8	3.7	0.2	-37.4%	0.2%	-	-	-	-100.0%	-
<b>Payments for capital assets</b>	<b>24.4</b>	<b>17.0</b>	<b>2.5</b>	<b>13.3</b>	<b>-18.3%</b>	<b>1.7%</b>	<b>14.5</b>	<b>15.3</b>	<b>16.0</b>	<b>6.2%</b>	<b>1.7%</b>
Machinery and equipment	16.2	16.9	2.2	10.4	-13.7%	1.3%	11.4	12.1	12.6	6.6%	1.4%
Software and other intangible assets	8.2	0.1	0.3	2.9	-29.1%	0.3%	3.1	3.2	3.4	4.5%	0.4%
Payments for financial assets	1.1	-	14.2	-	-100.0%	0.4%	-	-	-	-	-
<b>Total</b>	<b>827.4</b>	<b>862.3</b>	<b>889.2</b>	<b>829.9</b>	<b>0.1%</b>	<b>100.0%</b>	<b>857.7</b>	<b>873.3</b>	<b>873.1</b>	<b>1.7%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>8.2%</b>	<b>8.2%</b>	<b>8.2%</b>	<b>8.9%</b>	<b>-</b>	<b>-</b>	<b>8.8%</b>	<b>8.8%</b>	<b>8.6%</b>	<b>-</b>	<b>-</b>



**Table 39.6 Administration expenditure trends and estimates by subprogramme and economic classification**

Details of transfers and subsidies		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												
<b>Households</b>												
<b>Social benefits</b>												
<b>Current</b>												
Employee social benefits	0.4	0.6	3.1	0.2	-28.2%	0.1%	-	-	-	-100.0%	-	
Other transfers to households	-	0.0	2.7	-	-	0.1%	-	-	-	-	-	
<b>Households</b>												
<b>Other transfers to households</b>												
<b>Current</b>												
Employee social benefits	0.1	0.1	-	-	-100.0%	-	-	-	-	-	-	
Gifts and donations	0.0	0.1	-	-	-100.0%	-	-	-	-	-	-	

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

## Personnel information

**Table 39.7 Administration personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Administration</b>																			
Salary level	486	17	443	329.9	0.7	424	314.0	0.7	408	301.0	0.7	400	296.5	0.7	380	286.1	0.8	-3.6%	100.0%
1 – 6	122	17	99	34.9	0.4	96	37.7	0.4	96	38.5	0.4	93	38.1	0.4	93	39.0	0.4	-1.1%	23.4%
7 – 10	195	-	184	115.1	0.6	183	107.4	0.6	178	105.8	0.6	179	108.3	0.6	166	101.3	0.6	-3.2%	43.8%
11 – 12	105	-	98	85.3	0.9	93	87.1	0.9	89	84.3	0.9	89	85.6	1.0	82	80.3	1.0	-4.1%	21.9%
13 – 16	61	-	59	88.1	1.5	49	74.9	1.5	42	65.5	1.6	36	57.5	1.6	36	58.4	1.6	-9.8%	10.1%
Other	3	-	3	6.4	2.1	3	6.8	2.3	3	6.9	2.3	3	7.0	2.3	3	7.1	2.4	-	0.7%

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

2. Rand million.

## Programme 2: Trade Policy, Negotiations and Cooperation

### Programme purpose

Build an equitable global trading system that facilitates development by strengthening trade and investment links with key economies and fostering African development, including regional and continental integration and development cooperation, in line with the African Union Agenda 2063.

### Objectives

- Promote African economic integration and development at the bilateral, regional and continental levels over the medium term by:
  - advancing development integration in the Southern African Customs Union and the Southern African Development Community free-trade area through the implementation of the Africa regional development programme
  - finalising negotiations on the tripartite free-trade area involving the Southern African Development Community, the East African Community and the Common Market for Eastern and Southern Africa
  - advancing South Africa's trade, industrial policy and economic development objectives through cooperation with key economies to address tariff and non-tariff barriers that inhibit South Africa's value-added export.

## Subprogrammes

- *International Trade Development* facilitates bilateral and multilateral trade relations and agreements.
- *African Multilateral Economic Development* facilitates multilateral African trade relations aimed at deepening regional integration.

## Expenditure trends and estimates

**Table 39.8 Trade Policy, Negotiations and Cooperation 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											
International Trade Development	198.4	209.9	219.5	193.4	-0.9%	91.5%	214.1	216.5	216.1	3.8%	91.6%
African Multilateral Economic Development	21.8	18.7	16.3	19.9	-3.1%	8.5%	18.9	18.9	18.8	-1.8%	8.4%
<b>Total</b>	<b>220.2</b>	<b>228.7</b>	<b>235.8</b>	<b>213.2</b>	<b>-1.1%</b>	<b>100.0%</b>	<b>233.1</b>	<b>235.5</b>	<b>234.9</b>	<b>3.3%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				79.2			90.9	86.9	-		
<b>Economic classification</b>											
<b>Current payments</b>	<b>99.0</b>	<b>99.7</b>	<b>100.8</b>	<b>92.7</b>	<b>-2.2%</b>	<b>43.7%</b>	<b>94.9</b>	<b>94.9</b>	<b>92.8</b>	<b>0.1%</b>	<b>40.9%</b>
Compensation of employees	75.6	77.1	81.8	81.1	2.4%	35.2%	73.7	73.0	70.8	-4.5%	32.6%
Goods and services <sup>1</sup>	23.4	22.7	18.9	11.5	-21.0%	8.5%	21.2	21.8	22.1	24.2%	8.4%
of which:											
Communication	0.2	0.7	0.4	0.9	74.3%	0.2%	0.7	0.7	0.9	0.6%	0.3%
Legal services	-	0.4	-	1.7	-	0.2%	2.0	2.1	2.1	7.7%	0.9%
Contractors	0.9	1.0	0.3	0.6	-14.0%	0.3%	0.6	0.6	0.6	2.3%	0.3%
Travel and subsistence	19.5	16.7	16.7	4.8	-37.3%	6.4%	13.9	14.3	14.4	44.3%	5.2%
Operating payments	0.3	0.4	0.3	0.5	24.8%	0.2%	0.5	0.5	0.3	-15.5%	0.2%
Venues and facilities	0.9	2.3	0.3	2.0	30.3%	0.6%	2.4	2.5	2.5	8.3%	1.0%
<b>Transfers and subsidies<sup>1</sup></b>	<b>121.2</b>	<b>128.9</b>	<b>135.0</b>	<b>120.5</b>	<b>-0.2%</b>	<b>56.3%</b>	<b>137.3</b>	<b>139.8</b>	<b>141.2</b>	<b>5.4%</b>	<b>58.8%</b>
Departmental agencies and accounts	100.3	107.8	112.8	95.4	-1.7%	46.4%	108.4	110.0	111.1	5.2%	46.3%
Foreign governments and international organisations	16.5	16.2	17.3	21.5	9.3%	8.0%	23.6	24.3	24.5	4.5%	10.2%
Public corporations and private enterprises	4.4	4.6	4.9	3.6	-5.9%	2.0%	5.3	5.5	5.6	15.2%	2.2%
Households	0.1	0.3	0.1	0.0	-29.6%	0.1%	-	-	-	-100.0%	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.8</b>	<b>0.9</b>	<b>0.9</b>	<b>-</b>	<b>0.3%</b>
Machinery and equipment	-	-	-	-	-	-	0.8	0.9	0.9	-	0.3%
<b>Total</b>	<b>220.2</b>	<b>228.7</b>	<b>235.8</b>	<b>213.2</b>	<b>-1.1%</b>	<b>100.0%</b>	<b>233.1</b>	<b>235.5</b>	<b>234.9</b>	<b>3.3%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>2.3%</b>	<b>-</b>	<b>-</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.3%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.1</b>	<b>0.3</b>	<b>0.1</b>	<b>0.0</b>	<b>-29.6%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee social benefits	0.1	0.3	0.1	0.0	-29.6%	0.1%	-	-	-	-100.0%	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>100.3</b>	<b>107.8</b>	<b>112.8</b>	<b>95.4</b>	<b>-1.7%</b>	<b>46.4%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.2%</b>	<b>46.3%</b>
Council for Geoscience	1.2	1.3	1.3	1.1	-4.0%	0.5%	1.4	1.4	1.5	11.3%	0.6%
International Trade Administration Commission	99.1	106.6	111.4	94.3	-1.6%	45.8%	107.0	108.6	109.6	5.1%	45.8%
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>3.1</b>	<b>3.3</b>	<b>3.5</b>	<b>3.6</b>	<b>5.6%</b>	<b>1.5%</b>	<b>3.7</b>	<b>3.8</b>	<b>3.9</b>	<b>1.9%</b>	<b>1.6%</b>
Protechnik Laboratories: Operations	3.1	3.3	3.5	3.6	5.6%	1.5%	3.7	3.8	3.9	1.9%	1.6%
<b>Capital</b>	<b>1.3</b>	<b>1.4</b>	<b>1.4</b>	<b>-</b>	<b>-100.0%</b>	<b>0.5%</b>	<b>1.6</b>	<b>1.7</b>	<b>1.7</b>	<b>-</b>	<b>0.5%</b>
Protechnik Laboratories: Capital	1.3	1.4	1.4	-	-100.0%	0.5%	1.6	1.7	1.7	-	0.5%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>16.5</b>	<b>16.2</b>	<b>17.3</b>	<b>21.5</b>	<b>9.3%</b>	<b>8.0%</b>	<b>23.6</b>	<b>24.3</b>	<b>24.5</b>	<b>4.5%</b>	<b>10.2%</b>
Organisation for the Prohibition of Chemical Weapons	3.5	2.9	3.0	4.4	7.5%	1.5%	6.2	6.4	6.4	13.5%	2.6%
World Trade Organisation	12.9	13.3	14.3	17.1	9.8%	6.4%	17.4	17.9	18.1	1.9%	7.7%

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

## Personnel information

**Table 39.9 Trade Policy, Negotiations and Cooperation personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost						
Trade Policy, Negotiations and Cooperation		91	81.8	0.9	91	81.1	0.9	82	73.7	0.9	81	73.0	0.9	77	70.8	0.9	-5.4%	100.0%	
Salary level	96	1																	
1 – 6	1	–	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	–	1.2%
7 – 10	40	–	38	22.7	0.6	40	23.9	0.6	37	22.9	0.6	38	23.5	0.6	36	23.0	0.6	-3.5%	45.6%
11 – 12	27	–	27	26.5	1.0	27	26.9	1.0	27	27.3	1.0	25	25.6	1.0	25	26.0	1.0	-2.5%	31.4%
13 – 16	28	1	25	32.4	1.3	23	30.1	1.3	17	23.2	1.4	17	23.5	1.4	15	21.4	1.4	-13.3%	21.8%

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

2. Rand million.

## Programme 3: Spatial Industrial Development and Economic Transformation

### Programme purpose

Drive economic transformation and increase participation in industrialisation.

### Objectives

- Facilitate broad-based economic participation through the implementation of the Broad-Based Black Economic Empowerment Amendment Act (2013) by implementing the black industrialists programme and monitoring the activities of the B-BBEE Commission on an ongoing basis.
- Facilitate the transformation of the economy to promote industrial development, investment, competitiveness and employment creation by implementing a strategy for special economic zones and the revitalisation of 15 industrial parks by 2024.

### Subprogrammes

- *Enterprise Competitiveness* fosters and stimulates industrialisation and structural change through the development and deployment of technologies and skills for the department's economic programmes.
- *Equity and Empowerment* promotes broad-based black economic empowerment (BEE) and the growth of the industrial base through the black industrialist programme.
- *Regional Industrial Development* promotes regional industrial development through policies, strategies and programmes such as special economic zones and industrial parks.

### Expenditure trends and estimates

**Table 39.10 Spatial Industrial Development and Economic Transformation 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	2023/24		
R million												
Enterprise Competitiveness	25.0	30.7	49.5	29.3	5.4%	25.1%	28.3	28.7	28.4	-1.0%	16.4%	
Equity and Empowerment	32.0	47.6	66.7	43.0	10.3%	35.3%	90.2	90.6	88.3	27.1%	44.7%	
Regional Industrial Development	59.0	44.5	40.1	68.9	5.3%	39.6%	64.8	67.1	70.9	1.0%	38.9%	
<b>Total</b>	<b>115.9</b>	<b>122.9</b>	<b>156.3</b>	<b>141.1</b>	<b>6.8%</b>	<b>100.0%</b>	<b>183.4</b>	<b>186.4</b>	<b>187.6</b>	<b>10.0%</b>	<b>100.0%</b>	
Change to 2020 Budget estimate				(30.8)			(1.0)	(3.7)	–			

**Table 39.10 Spatial Industrial Development and Economic Transformation expenditure trends and estimates by subprogramme and economic classification**

Economic classification	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											
<b>Current payments</b>	<b>82.8</b>	<b>108.2</b>	<b>114.1</b>	<b>104.4</b>	<b>8.0%</b>	<b>76.4%</b>	<b>148.8</b>	<b>146.6</b>	<b>142.5</b>	<b>10.9%</b>	<b>77.6%</b>
Compensation of employees	66.3	73.8	81.3	82.2	7.4%	56.6%	74.0	71.9	69.1	-5.6%	42.5%
Goods and services <sup>1</sup>	16.5	34.4	32.8	22.2	10.4%	19.7%	74.7	74.7	73.4	49.1%	35.1%
of which:											
Minor assets	0.5	0.1	0.0	1.3	37.6%	0.4%	3.9	4.0	3.9	43.6%	1.9%
Computer services	–	0.0	3.2	1.0	–	0.8%	4.9	4.9	4.8	67.2%	2.2%
Consultants: Business and advisory services	1.8	9.5	7.0	3.9	29.6%	4.1%	14.0	14.1	13.9	52.6%	6.6%
Legal services	0.2	0.0	1.2	1.3	97.2%	0.5%	5.0	5.1	5.0	55.2%	2.3%
Operating leases	0.2	3.8	2.2	0.7	64.3%	1.3%	13.3	13.4	13.1	164.1%	5.8%
Travel and subsistence	9.9	10.8	11.6	3.6	-28.4%	6.7%	12.2	11.7	11.6	47.1%	5.6%
<b>Transfers and subsidies<sup>1</sup></b>	<b>32.7</b>	<b>12.8</b>	<b>33.3</b>	<b>36.6</b>	<b>3.8%</b>	<b>21.5%</b>	<b>34.1</b>	<b>39.4</b>	<b>44.5</b>	<b>6.8%</b>	<b>22.1%</b>
Departmental agencies and accounts	8.9	9.2	31.0	10.7	6.3%	11.2%	10.4	10.6	10.7	-0.2%	6.1%
Public corporations and private enterprises	22.0	2.7	1.9	24.4	3.5%	9.5%	22.0	27.1	32.1	9.6%	15.1%
Non-profit institutions	1.5	–	–	1.4	-1.7%	0.5%	1.6	1.7	1.7	6.2%	0.9%
Households	0.3	0.8	0.3	–	-100.0%	0.3%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0.4</b>	<b>1.5</b>	<b>9.0</b>	<b>0.2</b>	<b>-26.8%</b>	<b>2.1%</b>	<b>0.5</b>	<b>0.5</b>	<b>0.6</b>	<b>49.1%</b>	<b>0.3%</b>
Machinery and equipment	0.4	0.5	6.8	0.2	-25.7%	1.5%	0.5	0.5	0.6	49.1%	0.3%
Software and other intangible assets	0.0	1.0	2.2	–	-100.0%	0.6%	–	–	–	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>0.4</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>0.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>115.9</b>	<b>122.9</b>	<b>156.3</b>	<b>141.1</b>	<b>6.8%</b>	<b>100.0%</b>	<b>183.4</b>	<b>186.4</b>	<b>187.6</b>	<b>10.0%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>1.1%</b>	<b>1.2%</b>	<b>1.4%</b>	<b>1.5%</b>	<b>–</b>	<b>–</b>	<b>1.9%</b>	<b>1.9%</b>	<b>1.9%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.2</b>	<b>0.7</b>	<b>0.3</b>	<b>–</b>	<b>-100.0%</b>	<b>0.2%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Employee social benefits	0.2	0.7	0.3	–	-100.0%	0.2%	–	–	–	–	–
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>8.9</b>	<b>9.2</b>	<b>31.0</b>	<b>10.7</b>	<b>6.3%</b>	<b>11.2%</b>	<b>10.4</b>	<b>10.6</b>	<b>10.7</b>	<b>-0.2%</b>	<b>6.1%</b>
National Productivity Institute	8.9	9.2	31.0	10.7	6.3%	11.2%	10.4	10.6	10.7	-0.2%	6.1%
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Gifts and donations	0.1	0.1	0.0	–	-100.0%	–	–	–	–	–	–
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>1.7</b>	<b>1.8</b>	<b>1.9</b>	<b>1.6</b>	<b>-2.6%</b>	<b>1.3%</b>	<b>2.0</b>	<b>2.1</b>	<b>2.1</b>	<b>9.8%</b>	<b>1.1%</b>
Council for Scientific and Industrial Research	1.7	1.8	1.9	1.6	-2.6%	1.3%	2.0	2.1	2.1	9.8%	1.1%
<b>Non-profit institutions</b>											
<b>Current</b>	<b>1.5</b>	<b>–</b>	<b>–</b>	<b>1.4</b>	<b>-1.7%</b>	<b>0.5%</b>	<b>1.6</b>	<b>1.7</b>	<b>1.7</b>	<b>6.2%</b>	<b>0.9%</b>
Black Business Council	1.5	–	–	1.4	-1.7%	0.5%	1.6	1.7	1.7	6.2%	0.9%
<b>Public corporations and private enterprises</b>											
<b>Private enterprises</b>											
<b>Private enterprises (subsidies on products and production)</b>											
<b>Current</b>	<b>20.2</b>	<b>0.9</b>	<b>–</b>	<b>22.8</b>	<b>4.0%</b>	<b>8.2%</b>	<b>20.0</b>	<b>25.0</b>	<b>30.0</b>	<b>9.6%</b>	<b>14.0%</b>
Various institutions: Industrial development zones – other	20.2	0.9	–	22.8	4.0%	8.2%	20.0	25.0	30.0	9.6%	14.0%

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

## Personnel information

**Table 39.11 Spatial Industrial Development and Economic Transformation personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				Number	Cost	Unit cost	
Spatial Industrial Development and Economic Transformation		109	5	97	81.3	0.8	95	82.2	0.9	88	74.0	0.8	88	71.9	0.8	85	69.1	0.8	-3.6%	100.0%
1 – 6	28	4	24	5.6	0.2	21	5.0	0.2	21	5.0	0.2	24	5.6	0.2	25	5.8	0.2	6.0%	25.6%	
7 – 10	26	–	25	13.1	0.5	26	13.6	0.5	25	13.6	0.5	24	12.8	0.5	24	13.0	0.5	-2.6%	27.8%	
11 – 12	28	–	24	23.5	1.0	24	23.9	1.0	23	23.2	1.0	22	22.5	1.0	18	18.8	1.0	-9.1%	24.4%	
13 – 16	27	1	24	39.2	1.6	24	39.8	1.7	19	32.2	1.7	18	31.0	1.7	18	31.4	1.7	-9.1%	22.2%	

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

2. Rand million.

## Programme 4: Industrial Competitiveness and Growth

### Programme purpose

Design and implement policies, strategies and programmes for the development of manufacturing and related economic sectors, and contribute to the direct and indirect creation of decent jobs, value addition and competitiveness, in both domestic and export markets.

### Objectives

- Support the growth and diversification of South Africa's manufacturing sector by:
  - facilitating diversification beyond the reliance on traditional commodities and non-tradable services through the promotion of increased value addition over the medium term
  - promoting the long-term intensification of South Africa's industrialisation process and movement towards a knowledge economy on an ongoing basis
  - promoting a labour-absorbing industrialisation path with emphasis on tradable labour-absorbing goods and services and economic linkages that catalyse employment creation on an ongoing basis
  - promoting a broad-based industrialisation path characterised by the increased participation of historically disadvantaged people and marginalised regions in the mainstream industrial economy on an ongoing basis
  - contributing to industrial development in Africa with an emphasis on building the continent's productive capacity on an ongoing basis.

### Subprogrammes

- *Industrial Competitiveness* develops policies, strategies and programmes to strengthen the ability of manufacturing and other value-adding sectors to create decent jobs, and increase value addition and competitiveness in domestic and export markets.
- *Customised Sector Programmes* develops and implements high-impact sector strategies focused on manufacturing and other value-adding sectors to create decent jobs and increase value addition and competitiveness in domestic and export markets.

## Expenditure trends and estimates

Table 39.12 Industrial Competitiveness and Growth expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2017/18	2018/19	2019/20		2020/21	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	Average Expenditure/ Total (%)
R million											
Industrial Competitiveness	898.7	1 015.8	1 035.8	830.6	-2.6%	49.8%	962.4	970.8	979.8	5.7%	53.6%
Customised Sector Programmes	940.2	1 002.8	1 040.8	819.9	-4.5%	50.2%	796.6	828.8	796.0	-1.0%	46.4%
<b>Total</b>	<b>1 838.8</b>	<b>2 018.6</b>	<b>2 076.6</b>	<b>1 650.5</b>	<b>-3.5%</b>	<b>100.0%</b>	<b>1 759.0</b>	<b>1 799.7</b>	<b>1 775.8</b>	<b>2.5%</b>	<b>100.0%</b>
Change to 2020				(341.6)			(51.7)	(75.8)	-		
Budget estimate											
<b>Economic classification</b>											
<b>Current payments</b>	<b>120.3</b>	<b>121.6</b>	<b>122.2</b>	<b>128.6</b>	<b>2.3%</b>	<b>6.5%</b>	<b>131.3</b>	<b>128.1</b>	<b>123.6</b>	<b>-1.3%</b>	<b>7.3%</b>
Compensation of employees	110.7	110.6	109.8	118.8	2.4%	5.9%	112.2	108.5	103.9	-4.4%	6.3%
Goods and services <sup>1</sup>	9.6	11.0	12.4	9.9	1.0%	0.6%	19.2	19.6	19.8	26.1%	1.0%
of which:											
Administrative fees	0.4	0.3	0.3	0.7	19.0%	-	0.9	0.9	0.9	7.2%	-
Communication	0.1	0.3	0.2	0.8	74.7%	-	0.8	0.8	0.8	0.4%	-
Consultants: Business and advisory services	-	0.0	0.2	1.3	-	-	1.2	1.3	1.3	-0.3%	0.1%
Travel and subsistence	6.9	7.8	8.6	3.7	-18.5%	0.4%	11.1	11.3	11.4	45.5%	0.5%
Operating payments	0.9	1.2	0.7	2.3	36.1%	0.1%	3.6	3.6	3.6	17.4%	0.2%
Venues and facilities	0.7	0.5	0.7	0.4	-20.7%	-	0.6	0.7	0.7	23.6%	-
<b>Transfers and subsidies<sup>1</sup></b>	<b>1 718.5</b>	<b>1 897.0</b>	<b>1 954.4</b>	<b>1 521.8</b>	<b>-4.0%</b>	<b>93.5%</b>	<b>1 626.6</b>	<b>1 670.5</b>	<b>1 651.1</b>	<b>2.8%</b>	<b>92.6%</b>
Departmental agencies and accounts	411.9	409.9	416.2	378.2	-2.8%	21.3%	438.8	450.0	459.4	6.7%	24.7%
Foreign governments and international organisations	7.7	6.8	6.6	9.8	8.5%	0.4%	10.3	10.6	10.7	3.0%	0.6%
Public corporations and private enterprises	1 126.6	1 277.5	1 352.6	994.4	-4.1%	62.6%	1 024.9	1 058.5	1 031.8	1.2%	58.8%
Non-profit institutions	172.3	202.4	178.9	139.5	-6.8%	9.1%	152.6	151.5	149.2	2.3%	8.5%
Households	0.1	0.4	0.1	-	-100.0%	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>1.1</b>	<b>1.1</b>	<b>-</b>	<b>-</b>
Machinery and equipment	-	-	-	-	-	-	1.0	1.1	1.1	-	-
<b>Total</b>	<b>1 838.8</b>	<b>2 018.6</b>	<b>2 076.6</b>	<b>1 650.5</b>	<b>-3.5%</b>	<b>100.0%</b>	<b>1 759.0</b>	<b>1 799.7</b>	<b>1 775.8</b>	<b>2.5%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>18.1%</b>	<b>19.2%</b>	<b>19.1%</b>	<b>17.8%</b>	<b>-</b>	<b>-</b>	<b>18.1%</b>	<b>18.0%</b>	<b>17.6%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.1</b>	<b>0.3</b>	<b>0.1</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee social benefits	0.1	0.3	0.1	-	-100.0%	-	-	-	-	-	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>265.5</b>	<b>286.8</b>	<b>286.2</b>	<b>258.4</b>	<b>-0.9%</b>	<b>14.5%</b>	<b>298.1</b>	<b>304.2</b>	<b>307.2</b>	<b>5.9%</b>	<b>16.7%</b>
South African National Accreditation System	30.3	31.0	31.7	28.7	-1.8%	1.6%	33.0	33.8	34.2	5.9%	1.9%
National Metrology Institute of South Africa: Operations	106.5	109.7	115.1	103.6	-0.9%	5.7%	121.1	122.8	124.0	6.2%	6.7%
National Regulator for Compulsory Specifications	128.7	146.1	139.5	126.1	-0.7%	7.1%	144.1	147.6	149.0	5.7%	8.1%
<b>Capital</b>	<b>146.3</b>	<b>123.1</b>	<b>130.0</b>	<b>119.7</b>	<b>-6.5%</b>	<b>6.8%</b>	<b>140.7</b>	<b>145.7</b>	<b>152.2</b>	<b>8.3%</b>	<b>8.0%</b>
National Metrology Institute of South Africa	146.3	123.1	130.0	119.7	-6.5%	6.8%	140.7	145.7	152.2	8.3%	8.0%
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>0.0</b>	<b>0.1</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gifts and donations	0.0	0.1	-	-	-100.0%	-	-	-	-	-	-
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>1 107.6</b>	<b>1 245.8</b>	<b>1 331.1</b>	<b>974.3</b>	<b>-4.2%</b>	<b>61.4%</b>	<b>998.4</b>	<b>1 031.1</b>	<b>1 003.2</b>	<b>1.0%</b>	<b>57.4%</b>
Industrial Development Corporation	723.4	803.6	838.4	637.0	-4.2%	39.6%	587.4	609.5	615.5	-1.1%	35.1%
Council for Scientific and Industrial Research: National Cleaner Production Centre	63.0	58.0	53.6	48.0	-8.6%	2.9%	62.9	65.2	27.3	-17.2%	2.9%
Council for Scientific and Industrial Research: National foundry technology network	18.7	8.2	18.7	18.8	0.2%	0.8%	19.3	20.2	20.4	2.8%	1.1%
South African Bureau of Standards	302.5	375.9	420.4	270.4	-3.7%	18.1%	328.8	336.2	340.1	7.9%	18.3%
<b>Capital</b>	<b>19.0</b>	<b>31.8</b>	<b>21.6</b>	<b>20.2</b>	<b>1.9%</b>	<b>1.2%</b>	<b>26.5</b>	<b>27.4</b>	<b>28.6</b>	<b>12.4%</b>	<b>1.5%</b>
Council for Scientific and Industrial Research: Aerospace industry	19.0	31.8	21.6	20.2	1.9%	1.2%	26.5	27.4	28.6	12.4%	1.5%

**Table 39.12 Industrial Competitiveness and Growth expenditure trends and estimates by subprogramme and economic classification**

Details of transfers and subsidies		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												
<b>Non-profit institutions</b>												
<b>Current</b>												
		<b>172.3</b>	<b>202.4</b>	<b>178.9</b>	<b>139.5</b>	<b>-6.8%</b>	<b>9.1%</b>	<b>152.6</b>	<b>151.5</b>	<b>149.2</b>	<b>2.3%</b>	<b>8.5%</b>
Intsimbi future production technologies initiatives		75.8	116.1	88.3	61.8	-6.6%	4.5%	66.3	68.2	68.3	3.4%	3.8%
Automotive supply chain competitiveness initiative		13.1	8.0	8.8	8.4	-13.9%	0.5%	9.7	9.9	10.0	6.2%	0.5%
Trade and industrial policy strategies		24.4	27.1	27.8	18.2	-9.3%	1.3%	18.2	18.2	15.2	-6.0%	1.0%
Centurion Aerospace Village		25.4	15.5	16.4	15.5	-15.1%	1.0%	17.9	13.6	13.8	-3.9%	0.9%
Proudly South African campaign		33.6	35.7	37.6	35.5	1.8%	1.9%	40.6	41.5	41.9	5.7%	2.3%
<b>Foreign governments and international organisations</b>												
<b>Current</b>												
		<b>7.7</b>	<b>6.8</b>	<b>6.6</b>	<b>9.8</b>	<b>8.5%</b>	<b>0.4%</b>	<b>10.3</b>	<b>10.6</b>	<b>10.7</b>	<b>3.0%</b>	<b>0.6%</b>
United Nations Industrial Development Organisation		6.0	5.1	4.7	7.2	6.0%	0.3%	8.1	8.4	8.4	5.5%	0.5%
Treaty organisations for metrology		1.6	1.7	1.9	2.6	16.6%	0.1%	2.2	2.2	2.2	-4.9%	0.1%

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

## Personnel information

**Table 39.13 Industrial Competitiveness and Growth personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment										Number							
		Actual 2019/20			Revised estimate 2020/21			Medium-term expenditure estimate				Average growth rate (%) 2020/21 - 2023/24	Average: Salary level/ Total (%) 2020/21 - 2023/24						
Number of funded posts	Number of posts additional to the establishment	Number	Cost	Unit cost	Number	Cost	Unit cost	2021/22		2022/23				2023/24					
								Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Industrial Competitiveness and Growth</b>																			
<b>Salary level</b>																			
150	7	144	109.8	0.8	148	118.8	0.8	140	112.2	0.8	138	108.5	0.8	131	103.9	0.8	-4.0%	100.0%	
1-6	6	6	5	0.6	0.1	5	0.6	0.1	4	0.5	0.1	5	0.6	0.1	5	0.6	0.1	-	3.4%
7-10	58	-	57	20.4	0.4	54	19.6	0.4	54	20.0	0.4	56	21.2	0.4	52	20.1	0.4	-1.3%	38.8%
11-12	42	-	44	40.4	0.9	46	42.9	0.9	45	42.9	1.0	45	43.6	1.0	46	44.9	1.0	-	32.7%
13-16	44	1	38	48.4	1.3	43	55.7	1.3	37	48.8	1.3	32	43.2	1.3	28	38.2	1.4	-13.3%	25.1%

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

2. Rand million.

## Programme 5: Consumer and Corporate Regulation

### Programme purpose

Develop and implement coherent, predictable and transparent regulatory solutions that facilitate easy access to redress and efficient regulation for economic citizens.

### Objectives

- Increase access to economic opportunities for small businesses and historically disadvantaged citizens on an ongoing basis by:
  - developing and reviewing policies, bills and regulations
  - conducting assessments of the impact of the regulations on businesses and economic citizens.
- Develop efficient regulation to reduce the regulatory burden on businesses, and increase confidence and certainty in South African business regulation on an ongoing basis by:
  - developing and reviewing policies, bills and regulations
  - conducting assessments of the impact of the regulations on businesses and economic citizens.
- Create a business regulatory environment that promotes competitive, fair and efficient markets on an ongoing basis by:
  - developing and reviewing policies, bills and regulations
  - conducting assessments of the impact of the regulations on business and economic citizens.
- Provide access to redress for economic citizens to increase confidence in markets on an ongoing basis by:

- conducting research on the impact of the current legislation on economic citizens
- developing and reviewing related policies, bills and regulations
- conducting assessments of the impact of the regulations on business and economic citizens.
- Promote the awareness of rights, duties and responsibilities to increase activism and public participation by conducting capacity-building sessions, workshops, and education and awareness campaigns on an ongoing basis.
- Share and exchange regulatory experience with partners and stakeholders nationally and internationally to promote simple, appropriate and more effective regulatory solutions by holding consultations, seminars and conferences on policy issues on an ongoing basis.

### Subprogrammes

- *Policy and Legislative Development* develops policies, laws and regulatory frameworks, and drafts legislation.
- *Enforcement and Compliance* analyses trends, conducts socioeconomic impact assessments for policies and legislation and market surveys, implements legislation on matters pertaining to liquor, monitors and evaluates the effectiveness of regulation, and oversees the performance of the department's regulatory entities (the Companies and Intellectual Property Commission, the Companies Tribunal, the National Consumer Commission, the National Consumer Tribunal, the National Credit Regulator, the National Gambling Board, and the National Lotteries Commission).
- *Regulatory Services* oversees the development of policies, laws and regulatory frameworks; oversees the implementation of the programme's mandate; and provides strategic support to the programme's business units in line with legislation and applicable governance.

### Expenditure trends and estimates

**Table 39.14 Consumer and Corporate Regulation expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)		
	2017/18	2018/19	2019/20		2020/21	2017/18	2020/21	2021/22	2022/23	2023/24	2020/21	2023/24
R million												
Policy and Legislative Development	18.7	19.1	16.9	17.3	-2.5%	5.7%	22.3	22.7	22.6	9.3%	6.5%	
Enforcement and Compliance	39.9	39.9	42.2	45.8	4.7%	13.3%	41.5	41.4	40.1	-4.3%	12.8%	
Regulatory Services	240.1	264.9	270.8	241.1	0.1%	80.9%	269.5	274.4	276.5	4.7%	80.7%	
<b>Total</b>	<b>298.7</b>	<b>323.8</b>	<b>329.9</b>	<b>304.2</b>	<b>0.6%</b>	<b>100.0%</b>	<b>333.3</b>	<b>338.6</b>	<b>339.2</b>	<b>3.7%</b>	<b>100.0%</b>	
Change to 2020 Budget estimate				(38.1)			(30.6)	(40.2)	-			
<b>Economic classification</b>												
<b>Current payments</b>	<b>72.5</b>	<b>72.0</b>	<b>71.0</b>	<b>76.6</b>	<b>1.9%</b>	<b>23.2%</b>	<b>80.2</b>	<b>80.6</b>	<b>78.7</b>	<b>0.9%</b>	<b>24.0%</b>	
Compensation of employees	58.6	54.7	54.9	58.6	-	18.0%	59.2	59.1	57.0	-1.0%	17.8%	
Goods and services <sup>1</sup>	13.9	17.3	16.0	18.0	9.0%	5.2%	21.0	21.5	21.7	6.5%	6.3%	
of which:												
Advertising	1.5	1.7	1.5	1.6	2.9%	0.5%	1.8	2.2	2.2	11.5%	0.6%	
Consultants: Business and advisory services	1.9	2.4	0.8	7.7	59.1%	1.0%	5.7	5.9	5.9	-8.5%	1.9%	
Legal services	3.0	3.5	5.8	1.9	-13.6%	1.1%	2.1	2.1	2.2	3.4%	0.6%	
Travel and subsistence	5.6	7.1	6.3	3.7	-12.6%	1.8%	7.5	8.0	8.1	29.6%	2.1%	
Operating payments	0.5	0.4	0.3	0.8	22.1%	0.2%	0.7	0.8	0.8	-3.5%	0.2%	
Venues and facilities	0.2	0.3	-	0.4	26.3%	0.1%	0.8	0.8	0.8	25.2%	0.2%	
<b>Transfers and subsidies<sup>1</sup></b>	<b>226.2</b>	<b>251.9</b>	<b>258.7</b>	<b>227.6</b>	<b>0.2%</b>	<b>76.7%</b>	<b>252.9</b>	<b>257.8</b>	<b>260.3</b>	<b>4.6%</b>	<b>75.9%</b>	
Departmental agencies and accounts	221.6	247.1	252.7	222.1	0.1%	75.1%	246.7	251.4	253.9	4.6%	74.1%	
Foreign governments and international organisations	4.3	4.7	5.8	5.5	8.1%	1.6%	6.2	6.4	6.5	5.5%	1.9%	
Households	0.3	0.1	0.3	0.0	-64.8%	0.1%	-	-	-	-100.0%	-	
<b>Payments for capital assets</b>	<b>0.0</b>	<b>0.0</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	
Machinery and equipment	0.0	0.0	-	-	-100.0%	-	0.2	0.2	0.2	-	-	
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total</b>	<b>298.7</b>	<b>323.8</b>	<b>329.9</b>	<b>304.2</b>	<b>0.6%</b>	<b>100.0%</b>	<b>333.3</b>	<b>338.6</b>	<b>339.2</b>	<b>3.7%</b>	<b>100.0%</b>	
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>2.9%</b>	<b>3.1%</b>	<b>3.0%</b>	<b>3.3%</b>	<b>-</b>	<b>-</b>	<b>3.4%</b>	<b>3.4%</b>	<b>3.4%</b>	<b>-</b>	<b>-</b>	



**Table 39.14 Consumer and Corporate Regulation expenditure trends and estimates by subprogramme and economic classification**

Details of transfers and subsidies				Adjusted appropriation	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	2020/21 - 2023/24
<b>Households</b>											
<b>Social benefits</b>											
Current	0.2	0.1	0.3	0.0	-59.6%	-	-	-	-	-100.0%	-
Employee social benefits	0.2	0.1	0.3	0.0	-59.6%	-	-	-	-	-100.0%	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
Current	221.6	247.1	252.7	222.1	0.1%	75.1%	246.7	251.4	253.9	4.6%	74.1%
National Credit Regulator	73.1	75.4	86.6	71.3	-0.8%	24.4%	81.4	83.2	84.1	5.7%	24.3%
National Gambling Board	31.6	32.6	33.8	31.0	-0.6%	10.3%	35.9	36.5	36.8	5.9%	10.7%
National Consumer Tribunal	48.5	52.7	56.6	47.5	-0.7%	16.3%	53.5	54.8	55.3	5.2%	16.0%
National Consumer Commission	52.6	69.7	58.3	51.5	-0.7%	18.5%	58.5	59.4	60.0	5.2%	17.4%
Companies Tribunal	15.8	16.7	17.4	20.8	9.5%	5.6%	17.3	17.5	17.7	-5.2%	5.6%
<b>Households</b>											
<b>Other transfers to households</b>											
Current	0.1	0.0	-	-	-100.0%	-	-	-	-	-	-
Other transfers to households	0.1	0.0	-	-	-100.0%	-	-	-	-	-	-
<b>Foreign governments and international organisations</b>											
Current	4.3	4.7	5.8	5.5	8.1%	1.6%	6.2	6.4	6.5	5.5%	1.9%
World Intellectual Property Organisation	4.3	4.7	5.8	5.5	8.1%	1.6%	6.2	6.4	6.5	5.5%	1.9%

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

## Personnel information

**Table 39.15 Consumer and Corporate Regulation personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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		Unit cost	2020/21		Unit cost	2021/22		2022/23		2023/24				Unit cost			
Consumer and Corporate Regulation		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2020/21 - 2023/24	2020/21 - 2023/24	
Salary level	77	6	70	54.9	0.8	75	58.6	0.8	75	59.2	0.8	72	59.1	0.8	67	57.0	0.9	-3.7%	100.0%
1 – 6	8	6	6	1.0	0.2	8	1.6	0.2	8	1.6	0.2	6	1.2	0.2	5	1.0	0.2	-14.6%	9.3%
7 – 10	31	-	29	16.3	0.6	29	16.2	0.6	30	17.1	0.6	29	16.7	0.6	26	15.0	0.6	-3.6%	39.5%
11 – 12	12	-	11	9.4	0.9	14	12.1	0.9	13	11.5	0.9	13	11.6	0.9	12	10.9	0.9	-5.0%	18.0%
13 – 16	26	-	24	28.3	1.2	24	28.7	1.2	24	29.1	1.2	24	29.6	1.2	24	30.0	1.3	-	33.2%

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

2. Rand million.

## Programme 6: Industrial Financing

### Programme purpose

Stimulate and facilitate the development of sustainable and competitive enterprises, through the efficient provision of effective and accessible incentive measures, that support national priorities.

### Objectives

- Support industrial development that enhances productivity and bolsters competitiveness on an ongoing basis by:
  - designing, administering, monitoring and evaluating incentive programmes based on industrial policies and sector strategies
  - providing financial support in labour-intensive sectors.
- Develop world-class economic infrastructure by supporting industrial parks, special economic zones and other infrastructure that contribute to the accelerated growth of manufacturing and internationally traded services.

## Subprogrammes

- *Broadening Participation and Industrial Incentives* provides incentive programmes that promote broader participation in the mainstream economy by businesses owned by individuals from historically disadvantaged communities and marginalised regions. It comprises the black industrialist programme, the support programme for industrial innovation, and the technology and human resource industry programme.
- *Manufacturing Incentives* provides incentives to promote additional investment in the manufacturing sector. The manufacturing investment cluster comprises the agro-processing support programme, the capital projects feasibility programme, the automotive investment scheme, the export marketing and investment assistance scheme, the sector-specific assistance scheme, and the section 12I tax incentive scheme.
- *Services Investment Incentives* provides incentive programmes that promote increased investment and job creation in the services sector. The programmes include the global business services programme, and the film and television production incentive support programme for South African and foreign productions.
- *Infrastructure Investment Support* provides grants for 2 industrial infrastructure initiatives (special economic zones and the critical infrastructure programme) aimed at enhancing infrastructure and industrial development, increasing investment, and increasing the export of value-added commodities.
- *Product and Systems Development* reviews, monitors and develops incentive programmes to support the reimagined industrial strategy, and develops sector strategies to address market failures.
- *Strategic Partnership and Customer Care* facilitates access to targeted enterprises by reviewing the success of incentive schemes and improving such schemes where possible.

## Expenditure trends and estimates

**Table 39.16 Industrial Financing 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 (%) 2023/24
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
R million											
Broadening Participation and Industrial Incentives	41.9	33.8	19.5	21.2	-20.4%	0.5%	76.9	78.8	79.3	55.4%	1.3%
Manufacturing Incentives	2 924.5	3 325.2	3 470.2	2 901.8	-0.3%	57.5%	2 260.3	2 325.7	2 384.3	-6.3%	49.5%
Services Investment Incentives	821.6	840.7	815.5	672.7	-6.4%	14.3%	730.5	750.0	756.7	4.0%	14.6%
Infrastructure Investment Support	1 760.0	1 328.0	1 567.3	1 283.9	-10.0%	27.0%	1 762.2	1 823.2	1 895.9	13.9%	33.9%
Product and Systems Development	14.0	13.8	13.5	16.5	5.7%	0.3%	19.8	19.3	18.6	4.1%	0.4%
Strategic Partnership and Customer Care	18.2	18.3	16.9	19.0	1.4%	0.3%	21.4	21.0	20.3	2.3%	0.4%
<b>Total</b>	<b>5 580.3</b>	<b>5 559.8</b>	<b>5 902.9</b>	<b>4 915.0</b>	<b>-4.1%</b>	<b>100.0%</b>	<b>4 871.1</b>	<b>5 018.0</b>	<b>5 155.2</b>	<b>1.6%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(1 144.1)			(203.9)	(252.6)	-		
<b>Economic classification</b>											
<b>Current payments</b>	<b>151.8</b>	<b>165.4</b>	<b>162.1</b>	<b>156.1</b>	<b>0.9%</b>	<b>2.9%</b>	<b>168.4</b>	<b>169.3</b>	<b>164.4</b>	<b>1.7%</b>	<b>3.3%</b>
Compensation of employees	131.9	137.9	139.3	140.4	2.1%	2.5%	137.7	137.1	131.9	-2.1%	2.7%
Goods and services <sup>1</sup>	19.9	27.4	22.8	15.7	-7.5%	0.4%	30.7	32.3	32.6	27.4%	0.6%
<i>of which:</i>											
Communication	0.1	0.3	0.3	0.8	114.9%	-	0.7	0.8	0.8	0.2%	-
Consultants: Business and advisory services	7.3	8.7	6.2	7.0	-1.0%	0.1%	10.4	11.0	11.1	16.4%	0.2%
Legal services	2.5	5.6	4.6	3.2	8.8%	0.1%	4.3	4.6	4.6	13.1%	0.1%
Operating leases	1.0	1.1	0.9	1.0	0.2%	-	0.8	0.9	0.9	-5.5%	-
Travel and subsistence	8.1	10.5	10.1	2.5	-32.7%	0.1%	11.5	12.0	12.1	70.2%	0.2%
Venues and facilities	0.1	0.3	-	-	-100.0%	-	1.0	1.1	1.1	-	-
<b>Transfers and subsidies<sup>1</sup></b>	<b>5 428.4</b>	<b>5 394.3</b>	<b>5 740.8</b>	<b>4 758.6</b>	<b>-4.3%</b>	<b>97.1%</b>	<b>4 687.6</b>	<b>4 833.0</b>	<b>4 974.4</b>	<b>1.5%</b>	<b>96.5%</b>
Departmental agencies and accounts	84.0	-	-	-	-100.0%	0.4%	-	-	-	-	-
Public corporations and private enterprises	5 343.9	5 394.0	5 740.2	4 757.7	-3.8%	96.7%	4 686.6	4 832.0	4 973.4	1.5%	96.4%
Households	0.5	0.3	0.7	0.9	24.3%	-	1.0	1.0	1.0	2.2%	-
<b>Payments for capital assets</b>	<b>0.0</b>	<b>0.1</b>	<b>-</b>	<b>0.3</b>	<b>156.2%</b>	<b>-</b>	<b>15.0</b>	<b>15.6</b>	<b>16.3</b>	<b>285.0%</b>	<b>0.2%</b>
Machinery and equipment	0.0	0.1	-	0.3	156.2%	-	2.3	2.4	2.5	107.0%	-
Software and other intangible assets	-	-	-	-	-	-	12.7	13.2	13.8	-	0.2%
<b>Payments for financial assets</b>	<b>0.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>5 580.3</b>	<b>5 559.8</b>	<b>5 902.9</b>	<b>4 915.0</b>	<b>-4.1%</b>	<b>100.0%</b>	<b>4 871.1</b>	<b>5 018.0</b>	<b>5 155.2</b>	<b>1.6%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>55.0%</b>	<b>52.9%</b>	<b>54.3%</b>	<b>53.0%</b>	<b>-</b>	<b>-</b>	<b>50.0%</b>	<b>50.3%</b>	<b>51.0%</b>	<b>-</b>	<b>-</b>

**Table 39.16 Industrial Financing expenditure trends and estimates by subprogramme and economic classification**

Details of transfers and subsidies			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													
<b>Households</b>													
<b>Social benefits</b>													
<b>Current</b>			0.5	0.3	0.5	0.9	24.3%	-	1.0	1.0	1.0	2.2%	-
Employee social benefits			0.5	0.3	0.5	0.9	24.3%	-	1.0	1.0	1.0	2.2%	-
<b>Departmental agencies and accounts</b>													
<b>Departmental agencies (non-business entities)</b>													
<b>Current</b>			84.0	-	-	-	-100.0%	0.4%	-	-	-	-	-
National Research Foundation			84.0	-	-	-	-100.0%	0.4%	-	-	-	-	-
<b>Households</b>													
<b>Other transfers to households</b>													
<b>Current</b>			-	-	0.1	-	-	-	-	-	-	-	-
Other transfers to households			-	-	0.1	-	-	-	-	-	-	-	-
<b>Public corporations and private enterprises</b>													
<b>Public corporations</b>													
<b>Other transfers to public corporations</b>													
<b>Current</b>			250.0	300.0	700.0	500.0	26.0%	8.0%	-	-	-	-100.0%	2.5%
Industrial Development			250.0	300.0	700.0	500.0	26.0%	8.0%	-	-	-	-100.0%	2.5%
Corporation: Industrial financing													
<b>Capital</b>			1 705.7	1 242.2	1 488.0	1 225.9	-10.4%	25.8%	1 635.6	1 693.3	1 764.0	12.9%	31.7%
Various institutions: Critical infrastructure programme			140.3	83.0	134.9	123.1	-4.3%	2.2%	130.9	135.4	141.4	4.7%	2.7%
Various institutions: Special economic zones			1 565.4	1 159.1	1 353.0	1 102.9	-11.0%	23.6%	1 504.7	1 557.9	1 622.6	13.7%	29.0%
<b>Public corporations and private enterprises</b>													
<b>Private enterprises</b>													
<b>Other transfers to private enterprises</b>													
<b>Current</b>			198.6	252.0	225.6	109.3	-18.0%	3.6%	315.3	324.1	327.2	44.1%	5.4%
Various institutions: Export market and investment assistance			162.4	223.6	211.6	93.5	-16.8%	3.1%	243.1	249.8	252.3	39.2%	4.2%
Various institutions: Support programme for industrial innovation			36.2	28.4	14.0	15.8	-24.1%	0.4%	72.2	74.2	74.9	67.9%	1.2%
<b>Capital</b>			38.8	68.1	62.0	46.9	6.5%	1.0%	113.6	116.6	118.9	36.4%	2.0%
Various institutions: Critical infrastructure programme			38.8	68.1	62.0	46.9	6.5%	1.0%	113.6	116.6	118.9	36.4%	2.0%
<b>Public corporations and private enterprises</b>													
<b>Private enterprises</b>													
<b>Private enterprises (subsidies on products and production)</b>													
<b>Current</b>			3 150.8	3 531.7	3 264.6	2 875.5	-3.0%	58.4%	2 622.2	2 698.1	2 763.3	-1.3%	54.9%
Various institutions: Services sector development incentives			812.5	831.3	804.9	660.6	-6.7%	14.2%	712.0	731.8	739.0	3.8%	14.2%
Various institutions: Manufacturing development incentives			2 338.3	2 700.4	2 459.7	2 214.9	-1.8%	44.2%	1 910.2	1 966.3	2 024.2	-3.0%	40.7%

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

## Personnel information

**Table 39.17 Industrial Financing personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021			Number and cost <sup>2</sup> 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											
Industrial Financing			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	201	7	201	139.3	0.7	215	140.4	0.7	210	137.7	0.7	206	137.1	0.7	197	131.9	0.7	-2.9%	100.0%
1-6	15	7	22	4.3	0.2	23	4.1	0.2	23	4.2	0.2	23	4.3	0.2	20	4.0	0.2	-4.6%	10.7%
7-10	115	-	113	63.7	0.6	122	64.2	0.5	121	64.8	0.5	118	64.3	0.5	118	65.5	0.6	-1.1%	57.9%
11-12	48	-	45	46.3	1.0	47	44.3	0.9	46	44.0	1.0	46	44.7	1.0	46	45.4	1.0	-0.7%	22.3%
13-16	23	-	21	25.1	1.2	23	27.7	1.2	20	24.7	1.2	19	23.7	1.2	13	16.9	1.3	-17.3%	9.1%

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

2. Rand million.

## Programme 7: Export Development, Promotion and Outward Investments

### Programme purpose

Increase export capacity and support direct investment flows, through targeted strategies, and an effectively managed network of foreign trade office.

### Objectives

- Develop new and existing South African export capabilities to increase manufactured exports and create an export culture by providing appropriate information, financial support and practical assistance to sustain organic growth in traditional markets and penetrate new high-growth markets on an ongoing basis.
- Promote exports of South African value-added goods and services in targeted high-growth markets and sustain market share in traditional markets through implementing the integrated national export strategy and the market diversification strategy by conducting national exhibitions, and trade and investment missions on an ongoing basis.
- Facilitate deeper and broader bilateral trade and investment relations with African economies on an ongoing basis by:
  - undertaking scoping, technical and investment missions
  - supporting the deepening of regional integration through an outward investment-led approach to trade.
- Enhance the promotion of exports and investment by placing and rotating foreign economic representatives in foreign missions to promote South Africa's comparative advantage in goods and services internationally on an ongoing basis.
- Facilitate markets for South African manufactured goods and services by convening and managing bilateral engagements with foreign countries through joint cooperation commissions, binational commissions or joint trade and investment committees on an ongoing basis.

### Subprogrammes

- *Trade Invest Africa* facilitates deeper and broader bilateral African trade and investment relations with African economies, and supports the deepening of regional integration through an outward investment-led trade approach.
- *Export Promotion and Marketing* promotes the export of South African value-added goods and services to increase market share in targeted high-growth markets, and sustain market share in traditional markets.
- *Trade and Investment Foreign Services Management Unit* promotes trade and investment, and administers and provides corporate services to the department's foreign office network of foreign economic representatives to enable South African businesses to access global markets.
- *Export Development and Support* manages the national exporter development programme, which is designed to contribute to positioning South Africa as a reliable trade partner, and improve and expand the country's exporter base.

### Expenditure trends and estimates

**Table 39.18 Export Development, Promotion and Outward Investments 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											
Trade Invest Africa	20.2	21.3	20.7	24.8	7.1%	4.7%	25.5	24.0	23.6	-1.7%	5.6%
Export Promotion and Marketing	44.4	44.8	45.6	42.9	-1.2%	9.6%	40.7	40.6	39.1	-3.0%	9.3%
Trade and Investment Foreign Services Management Unit	373.3	379.1	425.8	336.2	-3.4%	82.2%	362.9	364.6	362.6	2.6%	81.4%
Export Development and Support	18.3	15.0	13.6	16.9	-2.5%	3.5%	14.9	16.6	16.9	–	3.7%
<b>Total</b>	<b>456.2</b>	<b>460.2</b>	<b>505.7</b>	<b>420.8</b>	<b>-2.7%</b>	<b>100.0%</b>	<b>443.9</b>	<b>445.8</b>	<b>442.2</b>	<b>1.7%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(35.9)			(42.8)	(56.6)	–		

**Table 39.18 Export Development, Promotion and Outward Investments expenditure trends and estimates by subprogramme and economic classification**

Economic classification	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			2023/24
	2020/21		2021/22 - 2020/21				2020/21 - 2023/24		2020/21 - 2023/24			
R million												
<b>Current payments</b>	<b>266.5</b>	<b>275.6</b>	<b>271.0</b>	<b>252.5</b>	<b>-1.8%</b>	<b>57.8%</b>	<b>229.7</b>	<b>225.6</b>	<b>219.7</b>	<b>-4.5%</b>	<b>52.9%</b>	
Compensation of employees	185.0	204.4	197.7	192.2	1.3%	42.3%	174.2	168.6	162.1	-5.5%	39.8%	
Goods and services <sup>1</sup>	81.5	71.2	73.3	60.3	-9.5%	15.5%	55.5	57.0	57.6	-1.5%	13.1%	
<i>of which:</i>												
<i>Consultants: Business and advisory services</i>	1.0	0.2	0.1	5.2	76.0%	0.4%	5.4	4.9	5.1	-0.7%	1.2%	
<i>Operating leases</i>	29.8	25.5	23.4	26.5	-3.9%	5.7%	7.6	7.8	7.9	-33.2%	2.8%	
<i>Travel and subsistence</i>	22.0	20.9	20.9	4.5	-41.1%	3.7%	15.0	17.3	17.5	57.3%	3.1%	
<i>Training and development</i>	1.3	1.8	1.3	1.0	-10.3%	0.3%	1.0	1.6	1.6	19.7%	0.3%	
<i>Operating payments</i>	11.6	8.7	14.6	7.9	-12.1%	2.3%	14.9	13.6	12.7	17.4%	2.8%	
<i>Venues and facilities</i>	3.8	3.9	3.6	2.9	-8.7%	0.8%	5.3	6.0	6.1	28.2%	1.2%	
<b>Transfers and subsidies<sup>1</sup></b>	<b>188.6</b>	<b>184.4</b>	<b>233.6</b>	<b>165.8</b>	<b>-4.2%</b>	<b>41.9%</b>	<b>211.6</b>	<b>217.5</b>	<b>219.6</b>	<b>9.8%</b>	<b>46.5%</b>	
Foreign governments and international organisations	-	-	-	3.1	-	0.2%	3.5	3.6	3.6	5.5%	0.8%	
Public corporations and private enterprises	188.3	183.2	233.5	162.7	-4.7%	41.7%	208.1	213.9	216.0	9.9%	45.7%	
Households	0.4	1.1	0.1	0.0	-62.6%	0.1%	-	-	-	-100.0%	-	
<b>Payments for capital assets</b>	<b>1.0</b>	<b>0.2</b>	<b>1.1</b>	<b>2.5</b>	<b>33.1%</b>	<b>0.3%</b>	<b>2.6</b>	<b>2.7</b>	<b>2.9</b>	<b>5.0%</b>	<b>0.6%</b>	
Machinery and equipment	1.0	0.2	1.1	2.5	33.1%	0.3%	2.6	2.7	2.9	5.0%	0.6%	
<b>Payments for financial assets</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total</b>	<b>456.2</b>	<b>460.2</b>	<b>505.7</b>	<b>420.8</b>	<b>-2.7%</b>	<b>100.0%</b>	<b>443.9</b>	<b>445.8</b>	<b>442.2</b>	<b>1.7%</b>	<b>100.0%</b>	
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>4.5%</b>	<b>4.4%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>-</b>	<b>-</b>	<b>4.6%</b>	<b>4.5%</b>	<b>4.4%</b>	<b>-</b>	<b>-</b>	

**Details of transfers and subsidies**

<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.4</b>	<b>1.1</b>	<b>0.1</b>	<b>0.0</b>	<b>-62.6%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee social benefits	0.4	1.1	0.1	0.0	-62.6%	0.1%	-	-	-	-100.0%	-
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>188.3</b>	<b>183.2</b>	<b>233.5</b>	<b>162.7</b>	<b>-4.7%</b>	<b>41.7%</b>	<b>208.1</b>	<b>213.9</b>	<b>216.0</b>	<b>9.9%</b>	<b>45.7%</b>
Export Credit Insurance	188.3	183.2	233.5	162.7	-4.7%	41.7%	208.1	213.9	216.0	9.9%	45.7%
Corporation of South Africa											
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.1</b>	<b>-</b>	<b>0.2%</b>	<b>3.5</b>	<b>3.6</b>	<b>3.6</b>	<b>5.5%</b>	<b>0.8%</b>
Export consultancy trust funds:											
International Bank for Reconstruction and Development (World Bank)	-	-	-	1.5	-	0.1%	1.7	1.8	1.8	5.5%	0.4%
Export consultancy trust funds:											
International Finance Corporation	-	-	-	1.5	-	0.1%	1.7	1.8	1.8	5.5%	0.4%

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

**Personnel information****Table 39.19 Export Development, Promotion and Outward Investments personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
Salary level	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					
222	52		215	197.7	0.9	208	192.2	0.9	190	174.2	0.9	181	168.6	0.9	173	162.1	0.9	-6.0%	100.0%
1 – 6	10	-	11	2.0	0.2	11	2.0	0.2	10	1.9	0.2	8	1.6	0.2	8	1.6	0.2	-10.1%	4.9%
7 – 10	76	-	68	41.4	0.6	68	42.0	0.6	68	42.8	0.6	67	43.2	0.6	66	43.5	0.7	-1.0%	35.8%
11 – 12	42	-	33	32.4	1.0	33	32.9	1.0	33	33.4	1.0	34	34.9	1.0	34	35.5	1.0	1.0%	17.8%
13 – 16	19	-	28	32.8	1.2	28	33.3	1.2	27	32.7	1.2	27	33.2	1.2	27	33.7	1.2	-1.2%	14.5%
Other	75	52	75	89.1	1.2	68	82.0	1.2	52	63.5	1.2	45	55.7	1.2	38	47.8	1.3	-17.6%	27.0%

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

2. Rand million.

## Programme 8: Inward Investment Attraction, Facilitation and Aftercare

### Programme purpose

Support foreign direct investment flows and promote domestic investment by providing a one-stop shop for investment promotion, investor facilitation and aftercare support for investors.

### Objectives

- Increase the quality and quantity of South Africa's fixed investments over the medium term by:
  - marketing and promoting the country to ensure investment opportunities through dedicated investment promotion, facilitation and aftercare support
  - coordinating and leading the establishment of one-stop shops on behalf of government to facilitate investment for all investors
  - coordinating and leading the investment climate reform with the World Bank on the ease of doing business
  - developing a pipeline of potential projects and contributing to South Africa being a preferred destination for investment
  - undertaking aftercare forums with investors to retain and expand investment.
- Provide a dedicated service to all investors over the medium term by:
  - facilitating the entire investment value chain
  - developing an investment pipeline of possible projects through lead creation, marketing, project development, facilitation and aftercare.
- Provide specialist advisory services and policy advocacy to improve the investment climate by fast-tracking and unblocking investors' issues to reduce bureaucratic red tape over the medium term.

### Subprogrammes

- *Investment Promotion* facilitates an increase in the quality and quantity of foreign direct investment, and domestic and outward investment by providing investment attraction, targeted lead generation and recruitment support.
- *Investment and Interdepartmental Clearing House* promotes and facilitates investment, and provides support services to the investment and interdepartmental clearing house. This subprogramme also provides a specialist advisory service, fast-tracks and unblocks processes, and reduces bureaucratic red tape for investors.
- *Investor Support and Aftercare* provides specialist advisory services through research, information marketing, aftercare and policy advocacy to facilitate new investment, and retain and expand existing investment.

### Expenditure trends and estimates

**Table 39.20 Inward Investment Attraction, Facilitation and Aftercare 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					2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Investment Promotion	49.9	54.6	54.0	40.4	-6.9%	77.3%	46.2	47.0	45.7	4.2%	65.3%
Investment and Interdepartmental Clearing House	14.5	14.7	12.0	13.9	-1.4%	21.5%	19.5	21.2	24.7	21.0%	28.9%
Investor Support and Aftercare	0.0	0.0	0.1	2.9	293.7%	1.2%	4.5	4.4	4.3	13.5%	5.9%
<b>Total</b>	<b>64.5</b>	<b>69.4</b>	<b>66.1</b>	<b>57.2</b>	<b>-3.9%</b>	<b>100.0%</b>	<b>70.2</b>	<b>72.7</b>	<b>74.7</b>	<b>9.3%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(1.1)			7.2	6.0	-		

**Table 39.20 Inward Investment Attraction, Facilitation and Aftercare expenditure trends and estimates by subprogramme and economic classification**

Economic classification	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											
<b>Current payments</b>	<b>50.1</b>	<b>55.2</b>	<b>55.1</b>	<b>46.2</b>	<b>-2.7%</b>	<b>80.3%</b>	<b>54.7</b>	<b>55.3</b>	<b>53.7</b>	<b>5.2%</b>	<b>76.4%</b>
Compensation of employees	34.9	41.0	42.2	37.2	2.2%	60.4%	37.7	37.8	36.4	-0.7%	54.3%
Goods and services <sup>1</sup>	15.2	14.1	12.9	9.0	-16.1%	19.9%	17.0	17.5	17.3	24.5%	22.1%
<i>of which:</i>											
Communication	0.0	0.1	0.0	0.2	120.0%	0.1%	0.2	0.2	0.2	1.8%	0.3%
Consultants: Business and advisory services	0.7	0.0	1.3	0.8	6.8%	1.1%	0.9	1.0	1.0	7.6%	1.4%
Contractors	0.0	0.0	-	2.9	361.4%	1.2%	5.1	5.2	5.3	21.2%	6.7%
Travel and subsistence	10.1	10.5	8.8	2.2	-40.1%	12.3%	7.3	7.5	7.2	48.6%	8.8%
Operating payments	1.0	0.3	0.7	0.8	-6.3%	1.1%	0.8	0.8	0.9	1.9%	1.2%
Venues and facilities	1.0	1.3	0.9	1.3	9.9%	1.7%	2.0	2.0	2.0	15.5%	2.7%
<b>Transfers and subsidies<sup>1</sup></b>	<b>14.1</b>	<b>14.2</b>	<b>11.0</b>	<b>11.0</b>	<b>-8.0%</b>	<b>19.6%</b>	<b>15.0</b>	<b>16.8</b>	<b>20.4</b>	<b>22.8%</b>	<b>23.0%</b>
Public corporations and private enterprises	14.0	14.0	11.0	11.0	-7.7%	19.4%	15.0	16.8	20.4	22.8%	23.0%
Households	0.1	0.2	0.0	-	-100.0%	0.1%	-	-	-	-	-
<b>Payments for capital assets</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>0.5</b>	<b>0.5</b>	<b>0.6</b>	<b>-</b>	<b>0.6%</b>
Machinery and equipment	0.2	-	-	-	-100.0%	0.1%	0.5	0.5	0.6	-	0.6%
<b>Total</b>	<b>64.5</b>	<b>69.4</b>	<b>66.1</b>	<b>57.2</b>	<b>-3.9%</b>	<b>100.0%</b>	<b>70.2</b>	<b>72.7</b>	<b>74.7</b>	<b>9.3%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.6%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>-</b>	<b>-</b>	<b>0.7%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.0</b>	<b>0.2</b>	<b>0.0</b>	<b>-</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee social benefits	0.0	0.2	0.0	-	-100.0%	0.1%	-	-	-	-	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>0.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Gifts and donations	0.1	-	-	-	-100.0%	-	-	-	-	-	-
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>14.0</b>	<b>14.0</b>	<b>11.0</b>	<b>11.0</b>	<b>-7.7%</b>	<b>19.4%</b>	<b>15.0</b>	<b>16.8</b>	<b>20.4</b>	<b>22.8%</b>	<b>23.0%</b>
Various institutions: One-stop shop	14.0	14.0	11.0	11.0	-7.7%	19.4%	15.0	16.8	20.4	22.8%	23.0%

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

## Personnel information

**Table 39.21 Inward Investment Attraction, Facilitation and Aftercare personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021	Number and cost <sup>2</sup> 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								
Inward Investment Attraction, Facilitation and Aftercare				Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost				
Salary level	71	12	60	42.2	0.7	52	37.2	0.7	50	37.7	0.8	49	37.8	0.8	47	36.4	0.8	-3.3%	100.0%
1 – 6	13	12	6	0.7	0.1	3	0.3	0.1	1	0.1	0.1	0	0.0	0.1	0	0.0	0.1	-83.6%	2.0%
7 – 10	32	-	30	16.7	0.6	31	17.7	0.6	31	18.1	0.6	31	18.0	0.6	31	18.3	0.6	-0.0%	62.6%
11 – 12	18	-	18	16.9	0.9	13	12.4	1.0	13	12.6	1.0	13	12.8	1.0	11	11.0	1.0	-5.4%	25.2%
13 – 16	8	-	6	7.9	1.3	5	6.8	1.4	5	6.9	1.4	5	7.0	1.4	5	7.1	1.4	-	10.1%

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

2. Rand million.

## Programme 9: Competition Policy and Economic Planning

### Programme purpose

Develop and roll out policy interventions that promote competition issues through effective economic planning, spatial implementation, and aligned investment and development policy tools.

## Objectives

- Promote investment, expand industrial funding and entrepreneurship, and improve the performance of development finance institutions by ensuring that these institutions support the development of industrial and small, medium and micro enterprises (SMMEs) over the medium term.
- Promote competition, trade and other economic regulation by ensuring the effective management of competition authorities and trade administration over the medium term.
- Preserve public interest in market inquiries, mergers and acquisitions, and investigations regarding the prohibition of abuse of dominance by undertaking in-depth analysis on an ongoing basis.
- Maximise the impact of recommendations of market inquiries, mergers and acquisitions, and investigations on the prohibition of abuse of dominance by coordinating and monitoring the implementation of recommendations on an ongoing basis.

## Subprogrammes

- *Economic Planning and Advisory* promotes integrated economic planning, the analysis of economic plans and the advancement of competition priorities.
- *Implementation and Coordination* promotes the implementation of economic development plans that are aligned with competition decisions, orders and recommendations.
- *Investment and Development* promotes public and private investment for development.
- *Competition Oversight* provides support to the minister to carry out statutory responsibilities as required in terms of competition legislation.

## Expenditure trends and estimates

**Table 39.22 Competition Policy and Economic Planning 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 (%) 2020/21 - 2023/24	Average: Expenditure/ Total (%)
	2017/18	2018/19	2019/20		2017/18	2020/21	2021/22	2022/23	2023/24		
R million											
Economic Planning and Advisory	–	–	2.6	5.2	–	0.3%	6.9	7.7	7.5	13.3%	0.8%
Implementation and Coordination	675.3	796.8	672.7	673.1	-0.1%	98.7%	892.7	915.8	925.0	11.2%	98.4%
Investment and Development	7.9	8.9	6.2	6.7	-5.2%	1.0%	4.2	4.4	4.3	-13.8%	0.6%
Competition Oversight	–	–	–	1.1	–	–	2.5	2.7	2.6	33.7%	0.3%
<b>Total</b>	<b>683.2</b>	<b>805.6</b>	<b>681.4</b>	<b>686.1</b>	<b>0.1%</b>	<b>100.0%</b>	<b>906.3</b>	<b>930.6</b>	<b>939.5</b>	<b>11.0%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(222.3)			(49.2)	(61.3)	–		
<b>Economic classification</b>											
<b>Current payments</b>	<b>18.9</b>	<b>16.1</b>	<b>12.1</b>	<b>31.2</b>	<b>18.1%</b>	<b>2.7%</b>	<b>46.3</b>	<b>46.6</b>	<b>44.3</b>	<b>12.4%</b>	<b>4.9%</b>
Compensation of employees	16.0	14.3	11.1	23.7	13.9%	2.3%	23.4	24.1	23.2	-0.7%	2.7%
Goods and services <sup>1</sup>	2.9	1.8	1.0	7.5	37.1%	0.5%	22.9	22.5	21.1	41.0%	2.1%
of which:											
Advertising	0.0	0.0	0.1	0.4	242.8%	–	0.6	0.6	0.6	13.9%	0.1%
Consultants: Business and advisory services	1.9	0.2	0.1	0.5	-38.4%	0.1%	0.8	0.8	0.8	21.9%	0.1%
Contractors	–	–	0.0	–	–	–	0.5	0.5	0.5	–	–
Consumable supplies	0.0	0.0	0.0	0.0	6.3%	–	0.2	0.2	0.2	112.6%	–
Consumables: Stationery, printing and office supplies	0.1	0.0	0.0	0.2	49.2%	–	0.1	0.1	0.1	-7.4%	–
Travel and subsistence	0.6	0.9	0.4	1.3	32.5%	0.1%	20.4	19.8	18.3	140.8%	1.7%
<b>Transfers and subsidies<sup>1</sup></b>	<b>664.2</b>	<b>789.5</b>	<b>669.3</b>	<b>654.9</b>	<b>-0.5%</b>	<b>97.3%</b>	<b>859.7</b>	<b>883.8</b>	<b>894.9</b>	<b>11.0%</b>	<b>95.1%</b>
Departmental agencies and accounts	293.4	316.9	331.6	334.9	4.5%	44.7%	476.5	491.8	495.9	14.0%	52.0%
Public corporations and private enterprises	370.8	472.6	337.7	320.0	-4.8%	52.6%	383.2	392.0	399.0	7.6%	43.2%
<b>Payments for capital assets</b>	<b>0.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>0.2</b>	<b>0.2</b>	<b>0.3</b>	<b>–</b>	<b>–</b>
Machinery and equipment	0.0	–	–	–	-100.0%	–	0.2	0.2	0.3	–	–
<b>Total</b>	<b>683.2</b>	<b>805.6</b>	<b>681.4</b>	<b>686.1</b>	<b>0.1%</b>	<b>100.0%</b>	<b>906.3</b>	<b>930.6</b>	<b>939.5</b>	<b>11.0%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>6.7%</b>	<b>7.7%</b>	<b>6.3%</b>	<b>7.4%</b>	<b>–</b>	<b>–</b>	<b>9.3%</b>	<b>9.3%</b>	<b>9.3%</b>	<b>–</b>	<b>–</b>



**Table 39.22 Competition Policy and Economic Planning expenditure trends and estimates by subprogramme and economic classification**

Details of transfers and subsidies	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										
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>293.4</b>	<b>316.9</b>	<b>331.6</b>	<b>334.9</b>	<b>4.5%</b>	<b>44.7%</b>	<b>476.5</b>	<b>491.8</b>	<b>495.9</b>	<b>14.0%</b>	<b>52.0%</b>
Competition Commission	263.4	281.8	295.4	302.6	4.7%	40.0%	439.6	449.5	453.2	14.4%	47.5%
Competition Tribunal	30.0	35.1	36.2	32.3	2.5%	4.7%	37.0	42.3	42.7	9.7%	4.5%
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	-	-	-	-	-	-	-	-	-	-	-
Employee social benefits	-	-	-	-	-	-	-	-	-	-	-
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>370.8</b>	<b>472.6</b>	<b>337.7</b>	<b>320.0</b>	<b>-4.8%</b>	<b>52.6%</b>	<b>383.2</b>	<b>392.0</b>	<b>399.0</b>	<b>7.6%</b>	<b>43.2%</b>
Employee social benefits	0.1	0.2	-	-	-100.0%	-	-	-	-	-	-
Industrial Development Corporation	147.0	243.6	96.3	123.2	-5.7%	21.4%	131.5	133.3	137.8	3.8%	15.2%
Small Enterprise Finance Agency	223.8	228.8	241.5	196.8	-4.2%	31.2%	251.7	258.7	261.2	9.9%	28.0%

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

## Personnel information

**Table 39.23 Competition Policy and Economic Planning personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost						
<b>Competition Policy and Economic Planning</b>																			
<b>Salary level</b>	<b>28</b>	<b>2</b>	<b>21</b>	<b>11.1</b>	<b>0.5</b>	<b>42</b>	<b>23.7</b>	<b>0.6</b>	<b>40</b>	<b>23.4</b>	<b>0.6</b>	<b>41</b>	<b>24.1</b>	<b>0.6</b>	<b>39</b>	<b>23.2</b>	<b>0.6</b>	<b>-2.4%</b>	<b>100.0%</b>
1 – 6	2	2	-	-	-	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	-	-	-	-100.0%	1.9%
7 – 10	5	-	5	2.0	0.4	19	11.0	0.6	16	9.0	0.6	17	9.4	0.6	16	8.6	0.5	-5.6%	42.0%
11 – 12	8	-	7	3.9	0.6	14	7.6	0.5	14	7.7	0.6	14	7.8	0.6	14	8.0	0.6	-	34.6%
13 – 16	13	-	9	5.2	0.6	8	4.8	0.6	9	6.4	0.7	9	6.5	0.7	9	6.7	0.7	4.0%	21.6%

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

2. Rand million.

## Programme 10: Economic Research and Coordination

### Programme purpose

Undertake economic research, develop trade and industrial policies, and guide legislative processes to facilitate inclusive growth through interventions to increase competitiveness in the economy.

### Objectives

- Coordinate job drivers, sector or spatial projects and the implementation of the new growth path for job creation, inclusive growth, industrialisation and social inclusion by ensuring regular reviews of systemic obstacles over the medium term.
- Increase employment at the sectoral and workplace levels through the facilitation of social dialogue and the implementation of social accords; and support productivity, innovation and entrepreneurship by engaging in public policy forums over the medium term.
- Promote the development of evidence-based economic policy, industrial strategies and intervention measures by conducting in-depth research on an ongoing basis.

## Subprogrammes

- *Economic Research and Policy Coordination* undertakes economic research, develops policy options, guides policy through consultation with stakeholders, and evaluates macroeconomic and microeconomic policy options.
- *Macroeconomic and Microeconomic Policy* evaluates and develops macroeconomic and microeconomic policy options to promote decent work outcomes, productivity, entrepreneurship and innovation.
- *Growth Path and Decent Work* designs growth path, master plans and constituency-based (business, labour and community) interventions to support the creation of decent work.

## Expenditure trends and estimates

**Table 39.24 Economic Research and Coordination 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											
Economic Research and Policy Coordination	29.0	36.8	8.3	26.2	-3.3%	46.6%	49.8	49.3	48.5	22.9%	59.7%
Macroeconomic and Microeconomic Policy	–	–	–	14.2	–	6.6%	14.6	14.8	14.4	0.4%	19.9%
Growth Path and Decent Work	31.1	31.2	23.8	14.8	-21.9%	46.9%	14.5	15.2	14.8	-0.2%	20.4%
<b>Total</b>	<b>60.1</b>	<b>68.0</b>	<b>32.1</b>	<b>55.2</b>	<b>-2.8%</b>	<b>100.0%</b>	<b>78.9</b>	<b>79.3</b>	<b>77.6</b>	<b>12.1%</b>	<b>100.0%</b>
Change to 2020 Budget estimate				(30.6)			(11.0)	(15.1)	–		
<b>Economic classification</b>											
<b>Current payments</b>	<b>60.0</b>	<b>67.7</b>	<b>32.1</b>	<b>54.7</b>	<b>-3.1%</b>	<b>99.6%</b>	<b>77.8</b>	<b>78.3</b>	<b>76.6</b>	<b>11.9%</b>	<b>98.8%</b>
Compensation of employees	51.5	50.5	30.5	44.8	-4.5%	82.3%	53.6	52.8	50.8	4.3%	69.4%
Goods and services <sup>1</sup>	8.6	17.2	1.6	9.9	5.0%	17.3%	24.3	25.5	25.8	37.5%	29.4%
of which:											
Computer services	0.6	0.2	–	0.2	-32.9%	0.5%	0.6	0.6	0.6	48.0%	0.7%
Consultants: Business and advisory services	1.6	12.6	–	4.9	44.0%	8.9%	14.6	14.9	15.0	45.3%	17.0%
Consumables: Stationery, printing and office supplies	0.3	0.0	0.0	0.3	-2.2%	0.3%	0.7	0.6	0.6	29.4%	0.7%
Travel and subsistence	1.9	1.7	0.9	1.6	-4.4%	2.8%	4.6	6.0	6.1	55.4%	6.3%
Operating payments	1.3	1.9	0.1	1.9	13.3%	2.4%	2.0	1.6	1.6	-4.2%	2.5%
Venues and facilities	0.1	0.0	–	–	-100.0%	0.1%	0.6	0.6	0.6	–	0.6%
<b>Transfers and subsidies<sup>1</sup></b>	<b>0.1</b>	<b>0.2</b>	<b>0.0</b>	<b>–</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Households	0.1	0.2	0.0	–	-100.0%	0.1%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0.0</b>	<b>0.1</b>	<b>–</b>	<b>0.5</b>	<b>516.7%</b>	<b>0.3%</b>	<b>1.0</b>	<b>1.0</b>	<b>1.1</b>	<b>31.2%</b>	<b>1.2%</b>
Machinery and equipment	0.0	0.1	–	–	-100.0%	0.1%	0.5	0.5	0.5	–	0.5%
Software and other intangible assets	–	–	–	0.5	–	0.2%	0.5	0.5	0.5	4.6%	0.7%
<b>Total</b>	<b>60.1</b>	<b>68.0</b>	<b>32.1</b>	<b>55.2</b>	<b>-2.8%</b>	<b>100.0%</b>	<b>78.9</b>	<b>79.3</b>	<b>77.6</b>	<b>12.1%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>–</b>	<b>–</b>	<b>0.8%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.1</b>	<b>0.2</b>	<b>0.0</b>	<b>–</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Employee social benefits	0.1	0.2	0.0	–	-100.0%	0.1%	–	–	–	–	–

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

## Personnel information

**Table 39.25 Economic Research and Coordination personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2021		Number and cost <sup>2</sup> 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	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost							
Economic Research and Coordination		51	2	45	30.5	0.7	65	44.8	0.7	74	53.6	0.7	71	52.8	0.7	68	50.8	0.7	1.5%	100.0%
Salary level																				
1 – 6		2	2	2	0.2	0.1	3	0.4	0.1	3	0.4	0.1	3	0.4	0.1	3	0.4	0.1	–	4.3%
7 – 10		15	–	13	5.2	0.4	18	6.8	0.4	19	7.1	0.4	17	6.5	0.4	17	6.6	0.4	-1.9%	25.5%
11 – 12		12	–	12	9.4	0.8	18	14.6	0.8	18	14.8	0.8	17	14.2	0.8	16	13.3	0.8	-3.9%	24.8%
13 – 16		22	–	18	15.6	0.9	26	23.0	0.9	34	31.3	0.9	34	31.8	0.9	32	30.6	1.0	7.2%	45.3%

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

2. Rand million.

## Entities

### Companies and Intellectual Property Commission

#### Selected performance indicators

**Table 39.26 Companies and Intellectual Property Commission 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
Percentage of website performance for 24/7 e-services per year	Administration	Priority 1: A capable, ethical and developmental state	95%	95%	93%	93%	95%	95%	95%
Percentage of commission services with an option with an option to file electronically compared to services that may be filled only manually per year	Administration		20% (39/191)	26% (49/191)	28% (53/191)	28%	50%	50%	50%
Average number of days to register a company from the date of receipt of a complete application per year	Business regulations and reputation		2	1	2	2	1	1	1
Average number of days to register a cooperative from the date of receipt of a complete application per year	Business regulations and reputation		2	2	2	3	1	1	1
Number of education and awareness events conducted by the commission on the Companies Act (2008) and related legislation per year	Business regulations and reputation		– <sup>1</sup>	3	10	6	5	5	5
Number of education and awareness events on intellectual property conducted by the commission per year	Innovation and creativity promotion		23	56	38	30	40	40	40
Number of education and awareness events on intellectual property enforcement conducted by the commission per year	Innovation and creativity promotion		4	9	9	6	10	10	10

1. No historical data available.

## Entity overview

The Companies and Intellectual Property Commission was established in terms of the Companies Act (2008) to register companies, close corporations, cooperatives, trademarks, patents, designs and copyright; and enforce rules and regulations.

Over the medium term, the commission will focus on finalising the upgrading of its ICT systems to simplify the process of registering new companies and submitting annual returns; and creating a reputable business environment by effectively regulating the behaviour of companies and the intellectual property system. The ICT upgrading project accounts for an estimated 10 per cent (R199 million) of the commission's total expenditure over the MTEF period, whereas expenditure in the business regulations and reputation programme accounts for an estimated 15 per cent (R298.6 million) of the budget over the same period.

Expenditure is expected to increase at an average annual rate of 2.1 per cent, from R632.3 million in 2020/21 to R672 million in 2023/24, mainly driven by the implementation of the ICT upgrading project. As the commission's work is service oriented, spending on compensation of employees accounts for an estimated 61.4 per cent (R1.2 billion) of the total projected expenditure over the MTEF period.

An estimated 91.3 per cent (R1.9 billion) of the commission's projected revenue over the medium term is set to be generated through fees charged for the registration of companies, cooperatives, trademarks, patents and copyrights. Revenue is expected to increase at an average annual rate of 4.9 per cent, from R615.8 million in 2020/21 to R710.4 million in 2023/24, driven mainly by increased efficiencies created through the upgrading of ICT systems.

## Programmes/Objectives/Activities

**Table 39.27 Companies and Intellectual Property Commission 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	357.7	364.0	390.0	474.2	9.9%	75.0%	484.9	504.0	504.0	2.1%	75.0%
Business regulations and reputation	71.8	72.8	78.0	94.8	9.7%	15.0%	97.0	100.8	100.8	2.1%	15.0%
Innovation and creativity promotion	47.9	48.5	52.0	63.2	9.7%	10.0%	64.6	67.2	67.2	2.1%	10.0%
<b>Total</b>	<b>477.4</b>	<b>485.3</b>	<b>520.0</b>	<b>632.3</b>	<b>9.8%</b>	<b>100.0%</b>	<b>646.5</b>	<b>671.9</b>	<b>672.0</b>	<b>2.1%</b>	<b>100.0%</b>

## Statements of financial performance, cash flow and financial position

**Table 39.28 Companies and Intellectual Property Commission 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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>597.1</b>	<b>566.9</b>	<b>602.0</b>	<b>615.8</b>	<b>1.0%</b>	<b>100.0%</b>	<b>670.2</b>	<b>710.4</b>	<b>710.4</b>	<b>4.9%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	484.5	508.4	550.9	565.3	5.3%	88.5%	610.9	647.6	647.6	4.6%	91.3%
<i>of which:</i>											
Administrative fees	484.5	508.4	550.9	565.3	5.3%	88.5%	610.9	647.6	647.6	4.6%	91.3%
Other non-tax revenue	112.6	58.5	51.1	50.6	-23.4%	11.5%	59.3	62.8	62.8	7.5%	8.7%
<b>Total revenue</b>	<b>597.1</b>	<b>566.9</b>	<b>602.0</b>	<b>615.8</b>	<b>1.0%</b>	<b>100.0%</b>	<b>670.2</b>	<b>710.4</b>	<b>710.4</b>	<b>4.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>477.4</b>	<b>485.3</b>	<b>520.0</b>	<b>632.3</b>	<b>9.8%</b>	<b>100.0%</b>	<b>646.5</b>	<b>671.9</b>	<b>672.0</b>	<b>2.1%</b>	<b>100.0%</b>
Compensation of employees	323.8	325.4	348.3	388.1	6.2%	65.8%	394.4	413.5	413.5	2.1%	61.4%
Goods and services	136.9	139.6	148.6	220.8	17.3%	30.2%	226.9	231.2	231.3	1.6%	34.7%
Depreciation	16.7	20.3	23.2	23.4	11.8%	4.0%	25.2	27.2	27.2	5.3%	3.9%
<b>Total expenses</b>	<b>477.4</b>	<b>485.3</b>	<b>520.0</b>	<b>632.3</b>	<b>9.8%</b>	<b>100.0%</b>	<b>646.5</b>	<b>671.9</b>	<b>672.0</b>	<b>2.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>119.7</b>	<b>81.6</b>	<b>82.0</b>	<b>(16.4)</b>	<b>-151.6%</b>		<b>23.7</b>	<b>38.5</b>	<b>38.4</b>	<b>-232.8%</b>	

**Table 39.28 Companies and Intellectual Property Commission statements of financial performance, cash flow and financial position**

Statement of financial performance		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		
R million												
<b>Cash flow statement</b>												
<b>Cash flow from operating activities</b>		140.0	125.1	85.0	7.4	-62.4%	100.0%	23.7	38.5	38.5	72.9%	100.0%
<b>Receipts</b>												
<b>Non-tax receipts</b>		601.1	575.7	609.6	615.8	0.8%	100.0%	670.2	710.4	710.4	4.9%	100.0%
Sales of goods and services other than capital assets		488.5	517.1	558.5	565.3	5.0%	88.6%	610.9	647.6	647.6	4.6%	91.3%
Administrative fees		488.5	517.1	558.5	565.3	5.0%	88.6%	610.9	647.6	647.6	4.6%	91.3%
Other tax receipts		112.6	58.5	51.1	50.6	-23.4%	11.4%	59.3	62.8	62.8	7.5%	8.7%
<b>Total receipts</b>		601.1	575.7	609.6	615.8	0.8%	100.0%	670.2	710.4	710.4	4.9%	100.0%
<b>Payment</b>												
<b>Current payments</b>		461.0	450.6	524.5	608.4	9.7%	100.0%	646.5	671.9	671.9	3.4%	100.0%
Compensation of employees		319.8	318.6	345.8	392.4	7.1%	67.6%	394.7	413.5	413.5	1.8%	62.2%
Goods and services		141.2	131.9	178.7	216.0	15.2%	32.4%	251.7	258.5	258.5	6.2%	37.8%
<b>Total payments</b>		461.0	450.6	524.5	608.4	9.7%	100.0%	646.5	671.9	671.9	3.4%	100.0%
<b>Net cash flow from investing activities</b>		(25.4)	(30.4)	(5.4)	(35.6)	12.0%	100.0%	(143.5)	(20.4)	(20.4)	-16.9%	100.0%
Acquisition of property, plant, equipment and intangible assets		(8.6)	(18.1)	(5.0)	(17.7)	27.0%	59.3%	(94.8)	(15.5)	(15.5)	-4.4%	67.0%
Acquisition of software and other intangible assets		(16.8)	(12.3)	(0.4)	(18.0)	2.4%	41.3%	(48.8)	(5.0)	(5.0)	-34.8%	33.4%
Proceeds from the sale of property, plant, equipment and intangible assets		0.1	0.0	0.1	0.1	15.6%	-0.6%	0.1	0.1	0.1	-2.5%	-0.3%
<b>Net cash flow from financing activities</b>		(1 000.0)	-	(245.4)	-	-100.0%	-	-	-	-	-	-
Other flows from financing activities		(1 000.0)	-	(245.4)	-	-100.0%	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>		(885.3)	94.7	(165.7)	(28.2)	-68.3%	-50.6%	(119.8)	18.1	18.1	-186.2%	-4.4%
<b>Statement of financial position</b>												
Carrying value of assets		63.8	73.5	55.5	56.5	-4.0%	8.4%	450.0	510.0	510.0	108.2%	31.9%
<b>Acquisition of assets</b>		(8.6)	(18.1)	(5.0)	(17.7)	27.0%	100.0%	(94.8)	(15.5)	(15.5)	-4.4%	100.0%
Investments		0.4	0.3	-	-	-100.0%	-	-	-	-	-	-
Inventory		0.1	0.4	0.1	0.1	7.1%	-	-	-	-	-100.0%	-
Receivables and prepayments		12.9	8.7	24.5	31.7	34.9%	2.8%	12.1	12.6	12.6	-26.5%	1.9%
Cash and cash equivalents		666.5	761.2	595.5	597.6	-3.6%	88.8%	721.5	730.0	730.0	6.9%	66.2%
<b>Total assets</b>		743.7	844.1	675.5	685.9	-2.7%	100.0%	1 183.6	1 252.6	1 252.6	22.2%	100.0%
Accumulated surplus/(deficit)		585.0	421.2	503.1	532.4	-3.1%	70.2%	894.2	948.1	948.1	21.2%	76.1%
Capital and reserves		-	-	0.0	-	-	-	-	-	-	-	-
Trade and other payables		126.2	138.5	131.3	112.4	-3.8%	17.3%	159.4	161.5	161.5	12.9%	13.9%
Provisions		32.5	39.0	41.1	41.1	8.1%	5.3%	50.0	53.0	53.0	8.8%	4.7%
Derivatives financial instruments		-	245.4	-	-	-	7.3%	80.0	90.0	90.0	-	5.3%
<b>Total equity and liabilities</b>		743.7	844.1	675.5	685.9	-2.7%	100.0%	1 183.6	1 252.6	1 252.6	22.2%	100.0%

**Personnel information****Table 39.29 Companies and Intellectual Property Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
Number of funded posts	Number of posts on approved establishment	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						
<b>Companies and Intellectual Property Commission</b>																			
Salary level	640	640	474	348.3	0.7	474	388.1	0.8	474	394.4	0.8	474	413.5	0.9	474	413.5	0.9	2.1%	100.0%
7 – 10	501	501	361	225.4	0.6	361	261.1	0.7	361	267.3	0.7	361	286.4	0.8	361	286.4	0.8	3.1%	68.4%
11 – 12	65	65	50	41.6	0.8	50	43.9	0.9	50	43.9	0.9	50	43.9	0.9	50	43.9	0.9	-	10.9%
13 – 16	73	73	62	78.6	1.3	62	80.4	1.3	62	80.4	1.3	62	80.4	1.3	62	80.4	1.3	-	20.0%
17 – 22	1	1	1	2.7	2.7	1	2.7	2.7	1	2.7	2.7	1	2.7	2.7	1	2.7	2.7	-	0.7%

1. Rand million.

## Companies Tribunal

### Selected performance indicators

**Table 39.30 Companies Tribunal 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 seminars hosted per year	Administration	Priority 1: A capable, ethical and developmental state	1	1	1	1	1	1	1
Percentage of decisions and orders issued within 40 working days of the final date of hearing or final submission by parties, whichever is applicable, per year	Adjudicate and resolve disputes in a credible and just manner		100% (9)	100% (13)	100% (8)	93%	93%	95%	95%
Percentage of decisions and orders issued within 30 working days of the date of allocation or final submission by parties, whichever is applicable, per year	Adjudicate and resolve disputes in a credible and just manner		96% (109/113)	93% (104/112)	98% (115/117)	93%	93%	95%	95%
Percentage of cases finalised through alternative dispute resolution within 25 working days of the date of final hearing or final submission by parties, whichever is applicable, per year	Adjudicate and resolve disputes in a credible and just manner		100% (16)	100% (19)	100% (18)	90%	95%	95%	95%

### Entity overview

In its contribution to the creation of a just, fair and ethical regulatory business environment, in line with the Companies Act (2008), the Companies Tribunal facilitates the resolution of company disputes through mediation, conciliation and arbitration. Through this work, the tribunal aims to support sustainable enterprise development and a business environment that attracts investment.

Over the MTEF period, the tribunal will focus on enhancing its case management system, which is expected to enable cases to be managed more efficiently, with an estimated 70 per cent of cases set to be submitted online by 2022/23. This is expected to lead to better interaction with clients and advance South Africa's business environment, and enable the tribunal to accommodate Cabinet-approved baseline reductions effected on the department's transfers to public entities. Expenditure is expected to decrease at an average annual rate of 3.5 per cent, from R24.8 million in 2020/21 to R22.3 million in 2023/24.

Similarly, revenue is expected to decrease at an average annual rate of 4.7 per cent, from R21 million in 2020/21 to R18.2 million in 2023/24, as a result of the reductions. Although the tribunal will aim to reduce expenditure on planned activities over the MTEF period, any deficits it incurs will be offset by accumulated reserves. Transfers from the department account for an estimated 97.9 per cent of the tribunal's revenue over the period ahead.

### Programmes/Objectives/Activities

**Table 39.31 Companies Tribunal 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	17.8	17.4	23.3	22.1	7.6%	86.1%	18.2	18.9	19.7	-3.8%	88.2%
Adjudicate and resolve disputes in a credible and just manner	4.0	3.0	3.1	2.7	-12.3%	13.9%	2.6	2.6	2.6	-0.7%	11.8%
<b>Total</b>	<b>21.7</b>	<b>20.4</b>	<b>26.4</b>	<b>24.8</b>	<b>4.5%</b>	<b>100.0%</b>	<b>20.8</b>	<b>21.6</b>	<b>22.3</b>	<b>-3.5%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 39.32 Companies Tribunal statements of financial performance, cash flow and financial position**

Statement of financial performance											
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	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
<b>Revenue</b>											
<b>Non-tax revenue</b>	2.7	2.4	2.4	0.3	-54.5%	10.0%	0.4	0.4	0.5	21.6%	2.1%
of which:											
Other non-tax revenue	2.7	2.4	2.4	0.3	-54.5%	10.0%	0.4	0.4	0.5	21.6%	2.1%
<b>Transfers received</b>	15.8	16.7	17.4	20.8	9.5%	90.0%	17.3	17.5	17.7	-5.2%	97.9%
<b>Total revenue</b>	18.5	19.1	19.8	21.0	4.4%	100.0%	17.7	18.0	18.2	-4.7%	100.0%
<b>Expenses</b>											
<b>Current expenses</b>	21.7	20.4	26.4	24.8	4.5%	100.0%	20.8	21.6	22.3	-3.5%	100.0%
Compensation of employees	12.3	11.7	16.8	15.1	6.9%	59.6%	14.9	15.6	16.2	2.6%	69.4%
Goods and services	9.1	8.4	9.4	9.5	1.3%	39.2%	5.9	6.0	6.0	-13.9%	30.3%
Depreciation	0.3	0.3	0.3	0.3	-1.0%	1.2%	0.0	0.0	0.0	-59.1%	0.4%
Tax payment	-	-	0.0	-	-	-	-	-	-	-	-
<b>Total expenses</b>	21.7	20.4	26.4	24.8	4.5%	100.0%	20.8	21.6	22.3	-3.5%	100.0%
<b>Surplus/(Deficit)</b>	(3.3)	(1.3)	(6.6)	(3.8)	4.8%		(3.1)	(3.6)	(4.1)	2.6%	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	(2.4)	(1.1)	(5.1)	2.5	-202.1%	100.0%	(1.9)	(2.4)	(3.1)	-207.6%	100.0%
<b>Receipts</b>											
<b>Non-tax receipts</b>	1.3	0.8	0.7	0.1	-56.0%	4.2%	0.0	0.0	0.0	-57.6%	0.2%
Other tax receipts	1.3	0.8	0.7	0.1	-56.0%	4.2%	0.0	0.0	0.0	-57.6%	0.2%
<b>Transfers received</b>	15.8	16.7	17.4	20.8	9.5%	95.8%	17.3	17.5	17.7	-5.2%	99.8%
<b>Total receipts</b>	17.1	17.6	18.1	20.9	6.8%	100.0%	17.3	17.5	17.7	-5.3%	100.0%
<b>Payment</b>											
<b>Current payments</b>	19.5	18.7	23.2	18.3	-2.0%	100.0%	19.2	20.0	20.9	4.4%	100.0%
Compensation of employees	11.9	11.5	15.3	15.0	7.9%	67.6%	15.9	17.0	17.8	5.9%	83.8%
Goods and services	7.6	7.2	7.9	3.4	-23.7%	32.4%	3.3	2.9	3.1	-3.1%	16.2%
<b>Total payments</b>	19.5	18.7	23.2	18.3	-2.0%	100.0%	19.2	20.0	20.9	4.4%	100.0%
<b>Net cash flow from investing activities</b>	(1.2)	(0.5)	(0.6)	-	-100.0%	-	-	-	-	-	-
Acquisition of property, plant, equipment and intangible assets	(0.4)	(0.1)	(0.0)	-	-100.0%	-	-	-	-	-	-
Acquisition of software and other intangible assets	(0.8)	(0.4)	(0.6)	-	-100.0%	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	(3.6)	(1.6)	(5.7)	2.5	-189.1%	-8.9%	(1.9)	(2.4)	(3.1)	-207.6%	-6.1%
<b>Statement of financial position</b>											
Carrying value of assets	1.8	2.0	2.3	1.6	-3.5%	32.6%	1.4	1.2	1.2	-7.6%	81.4%
Acquisition of assets	(0.4)	(0.1)	(0.0)	-	-100.0%	-	-	-	-	-	-
Inventory	0.0	0.0	0.0	-	-100.0%	0.2%	-	-	-	-	-
Accrued investment interest	0.0	0.0	0.0	-	-100.0%	0.1%	-	-	-	-	-
Receivables and prepayments	0.3	0.3	0.3	0.2	-17.2%	4.2%	0.2	0.2	0.2	2.3%	12.4%
Cash and cash equivalents	11.5	9.9	4.2	0.6	-62.9%	62.9%	-	-	-	-100.0%	6.2%
<b>Total assets</b>	13.6	12.2	6.8	2.4	-44.2%	100.0%	1.6	1.4	1.5	-14.9%	100.0%
Accumulated surplus/(deficit)	11.8	10.5	3.9	0.7	-61.0%	64.8%	-	-	-	-100.0%	7.4%
Trade and other payables	1.4	1.0	0.9	0.6	-22.4%	14.5%	0.8	0.7	0.8	7.4%	46.0%
Provisions	0.5	0.7	2.1	1.0	27.9%	20.8%	0.8	0.6	0.7	-13.2%	46.6%
<b>Total equity and liabilities</b>	13.6	12.2	6.8	2.4	-44.2%	100.0%	1.6	1.4	1.5	-14.9%	100.0%

**Personnel information****Table 39.33 Companies Tribunal personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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												
Companies Tribunal		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	15	15	15	16.8	1.1	15	15.1	1.0	15	14.9	1.0	15	15.6	1.0	15	16.2	1.1	2.6%	100.0%
1-6	2	2	2	0.4	0.2	2	0.4	0.2	2	0.4	0.2	2	0.4	0.2	2	0.5	0.2	6.0%	2.8%
7-10	4	4	4	6.0	1.5	4	4.1	1.0	4	3.3	0.8	4	3.3	0.8	4	3.2	0.8	-7.9%	22.7%
11-12	6	6	6	5.8	1.0	6	5.9	1.0	6	6.2	1.0	6	6.6	1.1	6	7.0	1.2	6.0%	41.5%
13-16	3	3	3	4.6	1.5	3	4.7	1.6	3	4.9	1.6	3	5.2	1.7	3	5.6	1.9	6.0%	33.0%

1. Rand million.

## Competition Commission

### Selected performance indicators

**Table 39.34 Competition Commission 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
Average turnaround time for phase 1 merger investigations per year	Mergers and acquisitions	Priority 2: Economic transformation and job creation	20 days	17 days	18 days	20 days	20 days	20 days	20 days
Average turnaround time for phase 2 merger investigations per year	Mergers and acquisitions		45 days	41 days	40 days	45 days	45 days	45 days	45 days
Average turnaround time for phase 3 intermediate merger investigations per year	Mergers and acquisitions		58 days	57 days	57 days	60 days	60 days	60 days	60 days
Average turnaround time for 90% of phase 3 large merger investigations per year	Mergers and acquisitions		153 days	119 days	111 days	120 days	120 days	120 days	120 days
Number of abuse of dominance and restrictive cases initiated in prioritised sectors per year	Enforcements and exemptions		5	1	2	5	5	4	4
Number of market inquiries initiated per year	Enforcements and exemptions		2	- <sup>1</sup>	- <sup>1</sup>	1	1	1	1
Number of market inquiries completed within 24 months per year	Enforcements and exemptions		- <sup>2</sup>	- <sup>2</sup>	3	1	1	1	1
Percentage of merger decisions upheld by the Competition Tribunal and/or courts per year	Legal services		100% (1)	67% (2/3)	100% (4)	75%	75%	75%	75%
Percentage of cartel cases won at the Competition Tribunal and courts per year	Legal services		85%	81%	62%	75%	75%	75%	75%
Percentage of abuse of dominance and restrictive practice cases won at the Competition Tribunal and courts per year	Legal services		- <sup>2</sup>	- <sup>2</sup>	- <sup>2</sup>	70%	70%	70%	70%

1. Indicator discontinued then reintroduced.

2. No historical data available.

### Entity overview

The Competition Commission is a statutory body constituted in terms of the Competition Act (1998), as amended. It is empowered to investigate, control and evaluate restrictive business practices, including the abuse of dominant positions and mergers, and to promote the advocacy of competition issues to achieve equity and efficiency in the South African economy.

Over the medium term, the commission will focus on strengthening its internal capacity to enable it to execute its expanded mandate, which includes the prosecution and criminalisation of certain offences in terms of the Competition Amendment Act (2018), such as the abuse of dominance. The commission has a large caseload. Many of its cases are complex, often resulting in respondents contesting proceedings. To ease the demands of the growing caseload on the commission's personnel, the commission is allocated an additional R369.4 million over the medium term to fulfil its expanded mandate; conduct market inquiries, as mandated by the Competition Act (1998); increase its investigative and litigation capacity; and upgrade its case management systems, particularly in an environment dominated by virtual working.

Expenditure is expected to increase at an average annual rate of 13.1 per cent, from R341.4 million in 2020/21 to R493.6 million in 2023/24, driven mainly by the additional funding of R369.4 million allocated over the medium term. Spending on compensation of employees is expected to account for 61.2 per cent (R872.6 million) of total expenditure over this period, driven by the planned increase in the number of personnel from 218 in 2020/21 to 249 in 2023/24.

The commission expects to derive 91 per cent (R1.2 billion) of its revenue over the medium term through



transfers from the department and the remainder through fees paid by external parties, mainly for transactions related to mergers and acquisitions. Revenue is anticipated to increase in line with expenditure at an average annual rate of 13.1 per cent, from R341.4 million in 2020/21 to R493.6 million in 2023/24.

### Programmes/Objectives/Activities

**Table 39.35 Competition Commission 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 (%)	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		
Administration	124.3	112.0	156.4	115.1	-2.5%	33.5%	239.0	244.7	245.9	28.8%	45.8%
Mergers and acquisitions	30.5	32.4	34.0	33.6	3.2%	8.7%	28.5	29.4	29.7	-4.0%	6.9%
Enforcements and exemptions	39.6	44.5	57.7	63.1	16.8%	13.7%	58.3	59.5	60.1	-1.6%	13.7%
Cartel	108.3	85.4	47.2	43.9	-26.0%	18.5%	50.6	51.3	51.7	5.6%	11.1%
Policy and research	38.4	42.4	40.0	34.6	-3.3%	10.3%	36.0	36.6	36.8	2.1%	8.1%
Legal services	61.0	44.3	42.9	29.4	-21.6%	11.6%	45.6	46.3	46.6	16.6%	9.3%
Advocacy and stakeholder relations	-	-	16.0	21.7	-	2.6%	21.8	22.0	22.7	1.6%	5.0%
Inquiry into private health care	20.0	-	-	-	-100.0%	1.2%	-	-	-	-	-
<b>Total</b>	<b>422.1</b>	<b>360.9</b>	<b>394.2</b>	<b>341.4</b>	<b>-6.8%</b>	<b>100.0%</b>	<b>479.8</b>	<b>489.8</b>	<b>493.6</b>	<b>13.1%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.36 Competition Commission 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 (%)	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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>84.4</b>	<b>102.5</b>	<b>78.8</b>	<b>38.8</b>	<b>-22.8%</b>	<b>20.5%</b>	<b>40.3</b>	<b>40.3</b>	<b>40.4</b>	<b>1.3%</b>	<b>9.0%</b>
Sale of goods and services other than capital assets	62.7	70.7	76.8	33.8	-18.6%	16.4%	38.3	38.3	38.3	4.2%	8.4%
<i>of which:</i>											
Administrative fees	62.7	70.7	76.8	33.8	-18.6%	16.4%	38.3	38.3	38.3	4.2%	8.4%
Other non-tax revenue	21.7	31.8	2.0	5.0	-38.6%	4.1%	2.0	2.0	2.1	-25.4%	0.7%
<b>Transfers received</b>	<b>268.4</b>	<b>281.8</b>	<b>315.4</b>	<b>302.6</b>	<b>4.1%</b>	<b>79.5%</b>	<b>439.6</b>	<b>449.5</b>	<b>453.2</b>	<b>14.4%</b>	<b>91.0%</b>
<b>Total revenue</b>	<b>352.8</b>	<b>384.3</b>	<b>394.2</b>	<b>341.4</b>	<b>-1.1%</b>	<b>100.0%</b>	<b>479.8</b>	<b>489.8</b>	<b>493.6</b>	<b>13.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>422.1</b>	<b>360.9</b>	<b>394.2</b>	<b>341.4</b>	<b>-6.8%</b>	<b>100.0%</b>	<b>479.8</b>	<b>489.8</b>	<b>493.6</b>	<b>13.1%</b>	<b>100.0%</b>
Compensation of employees	240.6	211.3	235.7	225.7	-2.1%	60.4%	286.7	291.5	294.2	9.2%	61.2%
Goods and services	176.8	144.6	154.8	107.6	-15.2%	38.2%	193.1	198.3	199.4	22.8%	38.2%
Depreciation	4.6	4.9	3.8	4.0	-4.5%	1.1%	-	-	-	-100.0%	0.3%
Interest, dividends and rent on land	0.1	0.1	-	4.1	264.5%	0.3%	-	-	-	-100.0%	0.3%
<b>Total expenses</b>	<b>422.1</b>	<b>360.9</b>	<b>394.2</b>	<b>341.4</b>	<b>-6.8%</b>	<b>100.0%</b>	<b>479.8</b>	<b>489.8</b>	<b>493.6</b>	<b>13.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(69.3)</b>	<b>23.4</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(69.2)</b>	<b>5.6</b>	<b>17.5</b>	<b>32.3</b>	<b>-177.5%</b>	<b>100.0%</b>	<b>134.7</b>	<b>130.3</b>	<b>119.6</b>	<b>54.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>78.4</b>	<b>113.2</b>	<b>68.4</b>	<b>102.7</b>	<b>9.4%</b>	<b>23.8%</b>	<b>103.3</b>	<b>95.6</b>	<b>99.9</b>	<b>-0.9%</b>	<b>20.0%</b>
Sales of goods and services other than capital assets	62.7	70.7	65.5	100.7	17.1%	19.7%	101.3	93.6	97.8	-1.0%	19.6%
<i>Sales by market establishment</i>	62.7	70.7	65.5	100.7	17.1%	19.7%	101.3	93.6	97.8	-1.0%	19.6%
Other tax receipts	15.7	42.5	2.9	2.0	-49.7%	4.1%	2.0	2.0	2.1	1.5%	0.4%
<b>Transfers received</b>	<b>268.4</b>	<b>281.8</b>	<b>295.4</b>	<b>302.6</b>	<b>4.1%</b>	<b>76.2%</b>	<b>439.6</b>	<b>449.5</b>	<b>453.2</b>	<b>14.4%</b>	<b>80.0%</b>
<b>Total receipts</b>	<b>346.7</b>	<b>395.0</b>	<b>363.8</b>	<b>405.3</b>	<b>5.3%</b>	<b>100.0%</b>	<b>542.9</b>	<b>545.1</b>	<b>553.1</b>	<b>10.9%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>415.9</b>	<b>389.3</b>	<b>346.3</b>	<b>373.0</b>	<b>-3.6%</b>	<b>100.0%</b>	<b>408.2</b>	<b>414.8</b>	<b>433.5</b>	<b>5.1%</b>	<b>100.0%</b>
Compensation of employees	197.4	226.1	260.9	261.7	9.8%	62.8%	291.8	292.6	305.8	5.3%	70.7%
Goods and services	218.2	162.9	85.4	111.4	-20.1%	37.2%	116.4	122.2	127.7	4.7%	29.3%
Interest and rent on land	0.3	0.3	0.1	-	-100.0%	-	-	-	-	-	-
<b>Total payments</b>	<b>415.9</b>	<b>389.3</b>	<b>346.3</b>	<b>373.0</b>	<b>-3.6%</b>	<b>100.0%</b>	<b>408.2</b>	<b>414.8</b>	<b>433.5</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(8.8)</b>	<b>(3.1)</b>	<b>(15.9)</b>	<b>(17.0)</b>	<b>24.4%</b>	<b>100.0%</b>	<b>(18.0)</b>	<b>(19.0)</b>	<b>(19.9)</b>	<b>5.3%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(8.4)	(3.1)	(0.8)	(0.8)	-53.7%	51.3%	(0.9)	(0.9)	(1.0)	5.3%	4.9%
Acquisition of software and other intangible assets	(0.4)	-	(15.1)	(16.2)	241.1%	48.7%	(17.1)	(18.1)	(18.9)	5.3%	95.1%
<b>Net cash flow from financing activities</b>	<b>(0.8)</b>	<b>(0.9)</b>	<b>(1.6)</b>	<b>8.6</b>	<b>-323.8%</b>	<b>100.0%</b>	<b>9.0</b>	<b>9.6</b>	<b>10.0</b>	<b>5.3%</b>	<b>100.0%</b>
Repayment of finance leases	(0.8)	(0.9)	(1.6)	8.6	-323.8%	100.0%	9.0	9.6	10.0	5.3%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(78.8)</b>	<b>1.7</b>	<b>0.0</b>	<b>23.8</b>	<b>-167.1%</b>	<b>-2.8%</b>	<b>125.8</b>	<b>120.8</b>	<b>109.7</b>	<b>66.5%</b>	<b>20.0%</b>

**Table 39.36 Competition Commission statements of financial performance, cash flow and financial position**

Statement of financial position		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		
R million												
Carrying value of assets		25.4	22.8	19.6	13.0	-20.0%	46.3%	13.0	13.0	13.6	1.5%	97.7%
Acquisition of assets		(8.4)	(3.1)	(0.8)	(0.8)	-53.7%	100.0%	(0.9)	(0.9)	(1.0)	5.3%	100.0%
Inventory		0.4	1.2	1.3	0.3	-9.2%	1.6%	0.3	0.3	0.3	1.5%	2.3%
Receivables and prepayments		11.9	3.0	12.0	-	-100.0%	8.3%	-	-	-	-	-
Cash and cash equivalents		61.4	38.3	39.6	-	-100.0%	43.9%	-	-	-	-	-
<b>Total assets</b>		<b>99.2</b>	<b>65.2</b>	<b>72.4</b>	<b>13.3</b>	<b>-48.8%</b>	<b>100.0%</b>	<b>13.3</b>	<b>13.3</b>	<b>13.9</b>	<b>1.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)		(34.7)	(9.5)	28.2	(166.6)	68.7%	-315.4%	(166.6)	(166.6)	(174.1)	1.5%	-1 250.9%
Borrowings		-	-	-	174.9	-	328.3%	174.9	174.9	182.8	1.5%	1 313.0%
Finance lease		1.8	0.9	-	0.1	-61.7%	1.0%	0.1	0.1	0.1	1.5%	0.8%
Trade and other payables		109.6	59.2	35.5	-	-100.0%	62.6%	-	-	-	-	-
Provisions		22.5	14.7	-	4.9	-39.7%	20.6%	4.9	4.9	5.2	1.5%	37.1%
Derivatives financial instruments		-	-	8.7	-	-	3.0%	-	-	-	-	-
<b>Total equity and liabilities</b>		<b>99.2</b>	<b>65.2</b>	<b>72.4</b>	<b>13.3</b>	<b>-48.8%</b>	<b>100.0%</b>	<b>13.3</b>	<b>13.3</b>	<b>13.9</b>	<b>1.5%</b>	<b>100.0%</b>

**Personnel information**

**Table 39.37 Competition Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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						
Competition Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	218	218	235.7	1.1	218	225.7	1.0	249	286.7	1.2	249	291.5	1.2	249	294.2	1.2	9.2%	100.0%
7 – 10	77	77	51.3	0.7	77	49.1	0.6	77	51.5	0.7	77	52.6	0.7	77	53.1	0.7	2.7%	19.0%
11 – 12	67	67	70.2	1.0	67	67.2	1.0	67	70.5	1.1	67	72.1	1.1	67	72.7	1.1	2.7%	26.0%
13 – 16	67	67	96.9	1.4	67	92.8	1.4	92	132.6	1.4	92	134.8	1.5	92	135.2	1.5	13.4%	44.9%
17 – 22	7	7	17.3	2.5	7	16.6	2.4	13	32.1	2.5	13	32.1	2.5	13	33.1	2.5	25.9%	10.2%

1. Rand million.

**Competition Tribunal**

**Selected performance indicators**

**Table 39.38 Competition Tribunal 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
Percentage of orders for intermediate and small merger reconsideration issued to parties within 10 business days of last hearing date per year	Ensure effective and efficient adjudication on matters brought before the Tribunal	Priority 2: Economic transformation and job creation	75% (3/4)	100% (3/3)	50% (1/2)	80%	70%	70%	70%
Percentage of procedural matter orders issued to parties within 45 business days of the last hearing date per year	Ensure effective and efficient adjudication on matters brought before the Tribunal		56% (28/50)	91% (53/58)	55% (24/44)	85%	65%	65%	65%
Percentage of large mergers set down for the beginning of a hearing or a pre-hearing within 10 business days of filing of the merger referral per year	Ensure effective and efficient adjudication on matters brought before the Tribunal		72% (87/121)	67% (68/101)	88% (75/85)	75%	80%	80%	80%
Percentage of large merger orders issued to parties within 10 business days of last hearing date per year	Ensure effective and efficient adjudication on matters brought before the Tribunal		100% (121)	97% (96/99)	100% (87)	95%	95%	95%	95%
Percentage of reasons for intermediate and small merger reconsiderations issued to parties within 20 business days of the order being issued per year	Ensure effective and efficient adjudication on matters brought before the Tribunal		100% (1)	- <sup>1</sup>	25% (1/4)	65%	50%	50%	50%

**Table 39.38 Competition Tribunal 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
Percentage of intermediate and small merger reconsiderations set down for the beginning of a hearing or a prehearing within 10 business days per year	Ensure effective and efficient adjudication on matters brought before the Tribunal	Priority 2: Economic transformation and job creation	70% (7/10)	25% (3/12)	— <sup>1</sup>	65%	65%	65%	65%
Percentage of reasons for large mergers issued to parties within 20 business days of the order being issued per year	Ensure effective and efficient adjudication on matters brought before the Tribunal		91% (110/121)	75% (72/96)	71% (62/87)	65%	70%	70%	70%
Percentage of orders for consent orders and settlement agreements issued to parties within 10 business days of the last hearing date per year	Ensure effective and efficient adjudication on matters brought before the Tribunal		85% (22/26)	98% (47/48)	96% (23/24)	95%	75%	75%	75%

1. Indicator discontinued and reintroduced the following year.

### Entity overview

The Competition Tribunal was established in terms of the Competition Act (1998), as amended. It adjudicates all large corporate mergers and allegations of restrictive practices brought before the tribunal by the Competition Commission and other interested parties. Its quasi-judicial nature prevents it from setting proactive objectives or embarking on focused interventions that target any sector or emphasise any specific criteria in its decision-making. As such, the tribunal's caseload is determined by complaint referrals and notified mergers, and each case is adjudicated on its merits.

Over the medium term, the tribunal will continue to focus on holding hearings and adjudicating matters, educating and creating awareness among stakeholders on matters relating to competition, and strengthening organisational capability and performance to deliver on its legislative mandate. The tribunal's expenditure varies based on the volume of cases brought before it. As such, 49.4 per cent (R80.3 million) of total estimated expenditure over the medium term is allocated to the effective and efficient management and adjudication of cases. As the tribunal requires skilled personnel to fulfil its mandate, spending on compensation of employees is expected to account for 64.9 per cent (R104.2 million) of its total expenditure over the period ahead.

The tribunal expects to derive 74.8 per cent (R122 million) of its revenue over the medium term through transfers from the department, and the remainder through filing fees charged for merger applications. Revenue is expected to increase by 9.4 per cent, from R43 million in 2020/21 to R56.4 million in 2023/24, driven by an additional allocation of R5 million in 2022/23 and 2023/24.

### Programmes/Objectives/Activities

**Table 39.39 Competition Tribunal expenditure trends and estimates by programme/objective/activity**

	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		
R million											
Administration	11.8	12.1	11.8	13.1	3.4%	24.9%	11.4	16.1	16.1	7.2%	26.3%
Ensure the effective and efficient adjudication on matters brought before the tribunal	23.9	23.7	23.6	25.4	2.0%	49.3%	26.6	26.8	26.9	2.0%	49.4%
Build and develop effective stakeholder relationships	1.1	1.1	1.3	1.3	3.9%	2.4%	1.1	1.1	1.1	-3.2%	2.2%
Ensure that the tribunal effectively leverages employee skills by recruiting, retaining and developing high-quality people	2.1	2.1	1.8	1.0	-23.1%	3.6%	0.7	0.7	0.7	-8.3%	1.5%
Competition appeal court	0.3	0.3	0.3	0.2	-6.3%	0.6%	0.1	0.4	0.4	19.7%	0.5%

**Table 39.39 Competition Tribunal 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		
Ensure the tribunal has effective strategic leadership and administration	3.8	3.2	3.7	3.6	-1.7%	7.3%	3.9	4.0	4.1	4.4%	7.3%
Enhance record keeping, performance information and case flow management	2.4	3.3	3.2	3.7	15.6%	6.5%	3.7	3.9	4.0	2.1%	7.2%
Ensure financial management that promotes effective and efficient use of resources	2.0	2.8	3.0	3.0	14.5%	5.5%	3.0	3.0	3.0	0.3%	5.7%
<b>Total</b>	<b>47.5</b>	<b>48.7</b>	<b>48.7</b>	<b>51.2</b>	<b>2.6%</b>	<b>100.0%</b>	<b>50.7</b>	<b>56.0</b>	<b>56.4</b>	<b>3.3%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 39.40 Competition Tribunal 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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>17.1</b>	<b>18.6</b>	<b>16.7</b>	<b>10.7</b>	<b>-14.5%</b>	<b>31.8%</b>	<b>13.7</b>	<b>13.7</b>	<b>13.7</b>	<b>8.7%</b>	<b>25.2%</b>
Sale of goods and services other than capital assets	16.3	17.6	15.3	9.7	-15.8%	29.7%	13.5	13.5	13.5	11.5%	24.3%
<i>of which:</i>											
Administrative fees	16.3	17.6	15.3	9.7	-15.8%	29.7%	13.5	13.5	13.5	11.5%	24.3%
Other non-tax revenue	0.8	1.0	1.4	1.0	5.8%	2.1%	0.2	0.2	0.2	-38.8%	0.8%
<b>Transfers received</b>	<b>30.0</b>	<b>35.1</b>	<b>36.2</b>	<b>32.3</b>	<b>2.5%</b>	<b>68.2%</b>	<b>37.0</b>	<b>42.3</b>	<b>42.7</b>	<b>9.7%</b>	<b>74.8%</b>
<b>Total revenue</b>	<b>47.1</b>	<b>53.7</b>	<b>52.8</b>	<b>43.0</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>50.7</b>	<b>56.0</b>	<b>56.4</b>	<b>9.4%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>47.5</b>	<b>48.7</b>	<b>48.7</b>	<b>51.2</b>	<b>2.6%</b>	<b>100.0%</b>	<b>50.6</b>	<b>56.0</b>	<b>56.4</b>	<b>3.3%</b>	<b>100.0%</b>
Compensation of employees	27.6	29.5	30.5	34.6	7.9%	62.2%	33.6	35.3	35.3	0.7%	64.9%
Goods and services	18.9	18.2	17.2	15.2	-6.9%	35.6%	16.1	19.7	20.1	9.7%	33.1%
Depreciation	1.0	0.9	0.9	1.4	10.6%	2.2%	0.9	0.9	1.0	-11.9%	1.9%
Interest, dividends and rent on land	-	-	-	-	-	-	0.0	0.0	0.1	-	0.1%
<b>Total expenses</b>	<b>47.5</b>	<b>48.7</b>	<b>48.7</b>	<b>51.2</b>	<b>2.6%</b>	<b>100.0%</b>	<b>50.6</b>	<b>56.0</b>	<b>56.4</b>	<b>3.3%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(0.3)</b>	<b>5.0</b>	<b>4.1</b>	<b>(8.2)</b>	<b>201.2%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>2.4</b>	<b>6.7</b>	<b>1.9</b>	<b>(16.1)</b>	<b>-287.6%</b>	<b>100.0%</b>	<b>(13.1)</b>	<b>5.9</b>	<b>4.7</b>	<b>-166.4%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>16.8</b>	<b>19.4</b>	<b>25.5</b>	<b>10.7</b>	<b>-14.0%</b>	<b>34.4%</b>	<b>14.9</b>	<b>15.5</b>	<b>16.2</b>	<b>14.9%</b>	<b>27.0%</b>
Sales of goods and services other than capital assets	16.0	18.4	19.5	9.7	-15.3%	30.6%	14.7	15.3	16.0	18.1%	26.2%
Administrative fees	16.0	18.4	19.5	9.7	-15.3%	30.6%	14.7	15.3	16.0	18.1%	26.2%
Other tax receipts	0.8	1.0	6.0	1.0	6.7%	3.9%	0.2	0.2	0.2	-38.8%	0.8%
<b>Transfers received</b>	<b>30.0</b>	<b>35.1</b>	<b>36.2</b>	<b>32.3</b>	<b>2.5%</b>	<b>65.6%</b>	<b>37.0</b>	<b>42.3</b>	<b>42.7</b>	<b>9.7%</b>	<b>73.0%</b>
<b>Total receipts</b>	<b>46.9</b>	<b>54.5</b>	<b>61.7</b>	<b>43.0</b>	<b>-2.8%</b>	<b>100.0%</b>	<b>51.8</b>	<b>57.8</b>	<b>58.9</b>	<b>11.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>44.4</b>	<b>47.9</b>	<b>59.8</b>	<b>59.1</b>	<b>10.0%</b>	<b>100.0%</b>	<b>49.4</b>	<b>51.9</b>	<b>54.2</b>	<b>-2.8%</b>	<b>94.0%</b>
Compensation of employees	27.6	29.5	35.8	34.6	7.9%	60.6%	34.9	36.8	38.5	3.6%	63.6%
Goods and services	16.8	18.3	23.9	24.4	13.2%	39.4%	14.4	15.1	15.8	-13.6%	30.4%
Interest and rent on land	0.0	0.0	0.0	0.0	44.2%	-	-	-	-	-100.0%	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.0%</b>
<b>Total payments</b>	<b>44.4</b>	<b>47.9</b>	<b>59.8</b>	<b>59.1</b>	<b>10.0%</b>	<b>100.0%</b>	<b>64.9</b>	<b>51.9</b>	<b>54.2</b>	<b>-2.8%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(0.9)</b>	<b>(0.9)</b>	<b>(1.9)</b>	<b>(2.0)</b>	<b>30.1%</b>	<b>100.0%</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>-58.1%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.8)	(0.6)	(1.3)	(1.7)	32.3%	74.8%	(0.1)	(0.1)	(0.1)	-61.9%	69.1%
Acquisition of software and other intangible assets	(0.2)	(0.3)	(0.7)	(0.3)	16.9%	26.5%	(0.1)	(0.1)	(0.1)	-44.3%	31.0%
Proceeds from the sale of property, plant, equipment and intangible assets	0.0	0.0	0.0	0.0	-20.6%	-1.3%	-	-	-	-100.0%	-0.1%
<b>Net cash flow from financing activities</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>-32.5%</b>	<b>100.0%</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>3.0%</b>	<b>100.0%</b>
Repayment of finance leases	(0.2)	(0.2)	(0.1)	(0.1)	-32.5%	100.0%	(0.1)	(0.1)	(0.1)	3.0%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>1.3</b>	<b>5.6</b>	<b>(0.1)</b>	<b>(18.2)</b>	<b>-340.5%</b>	<b>-5.4%</b>	<b>(13.2)</b>	<b>5.7</b>	<b>4.5</b>	<b>-162.8%</b>	<b>-10.9%</b>
<b>Statement of financial position</b>											
Carrying value of assets	4.4	4.8	4.6	5.6	7.8%	28.7%	4.8	4.1	3.8	-12.0%	73.2%
Acquisition of assets	(0.8)	(0.6)	(1.3)	(1.7)	32.3%	100.0%	(0.1)	(0.1)	(0.1)	-61.9%	100.0%
Inventory	0.0	0.0	0.0	0.1	48.5%	0.2%	0.1	0.1	0.1	1.5%	1.0%
Receivables and prepayments	2.8	2.0	2.3	0.9	-31.2%	9.5%	0.9	0.9	1.0	1.5%	15.4%
Cash and cash equivalents	14.5	20.1	24.3	2.5	-44.4%	61.7%	0.3	0.3	0.3	-53.6%	10.3%
<b>Total assets</b>	<b>21.8</b>	<b>26.9</b>	<b>31.2</b>	<b>9.1</b>	<b>-25.4%</b>	<b>100.0%</b>	<b>6.0</b>	<b>5.4</b>	<b>5.1</b>	<b>-17.5%</b>	<b>100.0%</b>

**Table 39.40 Competition Tribunal statements of financial performance, cash flow and financial position**

Statement of financial position		Audited outcome			Revised estimate	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	
Accumulated surplus/(deficit)		17.1	22.2	26.3	3.1	-43.6%	69.9%	–	–	–	-100.0%	8.5%
Finance lease		0.1	0.4	0.4	0.1	-4.6%	1.2%	0.1	0.1	0.1	1.5%	2.1%
Trade and other payables		3.6	3.4	3.6	5.1	12.3%	24.3%	5.2	4.5	4.2	-6.5%	76.9%
Provisions		0.9	0.9	0.9	0.8	-6.2%	4.7%	0.8	0.8	0.8	1.5%	12.5%
<b>Total equity and liabilities</b>		<b>21.8</b>	<b>26.9</b>	<b>31.2</b>	<b>9.1</b>	<b>-25.4%</b>	<b>100.0%</b>	<b>6.0</b>	<b>5.4</b>	<b>5.1</b>	<b>-17.5%</b>	<b>100.0%</b>

### Personnel information

**Table 39.41 Competition Tribunal personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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							
Competition Tribunal		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	35	35	32	30.5	1.0	35	34.6	1.0	34	33.6	1.0	35	35.3	1.0	35	35.3	1.0	0.7%	100.0%
1 – 6	2	2	2	1.0	0.5	2	1.1	0.5	2	2.6	1.3	2	3.0	1.5	2	3.0	1.5	40.3%	6.9%
7 – 10	18	18	16	8.2	0.5	18	9.7	0.5	18	9.9	0.5	18	9.9	0.5	18	9.9	0.5	0.4%	28.3%
11 – 12	2	2	2	1.7	0.8	2	1.9	0.9	2	1.7	0.9	2	1.7	0.9	2	1.7	0.9	-2.3%	5.1%
13 – 16	7	7	7	7.7	1.1	7	8.7	1.2	6	6.2	1.0	7	7.5	1.1	7	7.5	1.1	-4.8%	21.5%
17 – 22	6	6	5	11.9	2.4	6	13.2	2.2	6	13.2	2.2	6	13.2	2.2	6	13.2	2.2	-0.0%	38.1%

1. Rand million.

### Export Credit Insurance Corporation

#### Selected performance indicators

**Table 39.42 Export Credit Insurance Corporation 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
Value of approved transactions per year	Contribute to trade facilitation	Priority 7: A better Africa and world	\$479m	\$573.4m	\$27.5m	>\$802m	\$525m - \$625m	\$550m - \$650m	\$575m - \$675m
Number of approved transactions per year	Contribute to trade facilitation		4	14	3	4	4	4	4
Percentage increase in equity per year	Increase capital base		13% (R460 169/ R3 569 876)	24% (R983 557/ R4 030 045)	10% (R511 167/ R5 012 722)	5-10%	5-10%	5-10%	5-10%

#### Entity overview

The Export Credit Insurance Corporation was established in terms of the Export Credit and Foreign Investments Insurance Act (1957) to facilitate and encourage South Africa's export trade by underwriting export credit loans and investments outside South Africa. The corporation provides comprehensive export credit and investment insurance solutions in support of South African exporters doing business in risky sectors or countries, and thereby contributes to the expansion of exports, economic growth, and the creation of local jobs.

Over the medium term, the corporation will focus on proactively attracting business from new and existing customers to facilitate trade beyond its current reach in Southern and West Africa. To achieve this, the corporation plans to approve projects worth US\$1.65 billion over the period ahead. The corporation also intends to disburse R163 million through its interest make-up liability scheme. The scheme subsidises an interest rate arrangement that enables participating financial institutions to provide loans to South African exporters at subsidised rates, allowing exporters to access new markets and diversify exports.

Expenditure is expected to increase at an average annual rate of 254.7 per cent, from -R112.6 million in 2020/21 to R416.8 million in 2023/24, mainly due to the reversal of the interest make-up liability in 2020/21. Revenue is expected to decrease at an average annual rate of 21.1 per cent, from R2.1 billion in 2020/21 to R1 billion in 2023/24. This is mainly due to additional one-off premiums that are expected to be earned in 2020/21 as a result of a loan prepayment on a mega project.

The corporation expects to derive 78.5 per cent (R1.9 billion) of its revenue over the medium term through

insurance premiums and investment income, and the remainder through transfers from the department for the interest make-up liability scheme and foreign exchange gains. These are expected to increase at an average annual rate of 9.9 per cent, from R162.7 million in 2020/21 to R216 million in 2023/24.

### Programmes/Objectives/Activities

**Table 39.43 Export Credit Insurance Corporation 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 (%)	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		
Administration	159.8	1 016.8	767.7	198.3	7.5%	-3.0%	101.5	359.9	129.3	-13.3%	-16.6%
Staff retention and efficiency	13.5	12.6	4.7	7.4	-18.1%	-0.9%	7.4	7.4	7.7	1.3%	-0.5%
Good governance and sound risk management practices	21.3	17.3	51.5	95.2	64.7%	-19.1%	97.6	67.3	82.8	-4.6%	-8.2%
Build and leverage strategic partnerships	2.9	-	-	-	-100.0%	0.1%	-	-	-	-	-
Improve business process and systems	26.2	28.4	28.3	33.0	8.0%	-5.4%	40.1	39.2	37.9	4.7%	-1.3%
Improve communication	14.6	-	-	-	-100.0%	0.5%	-	-	-	-	-
Contribute to trade facilitation	11.1	14.2	17.5	20.3	22.3%	-3.5%	27.2	28.5	30.0	13.8%	-0.1%
Improve stakeholder satisfaction	48.9	123.2	(15.4)	(552.6)	-324.4%	126.5%	33.2	33.7	33.8	-139.4%	127.9%
Increase capital base	504.0	(19.9)	445.8	85.7	-44.6%	4.8%	151.2	98.6	95.5	3.6%	-1.2%
<b>Total</b>	<b>802.5</b>	<b>1 192.6</b>	<b>1 300.1</b>	<b>(112.6)</b>	<b>-152.0%</b>	<b>100.0%</b>	<b>458.1</b>	<b>634.7</b>	<b>416.8</b>	<b>-254.7%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.44 Export Credit Insurance Corporation 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 (%)	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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>1 576.4</b>	<b>1 025.3</b>	<b>1 080.9</b>	<b>1 888.3</b>	<b>6.2%</b>	<b>87.1%</b>	<b>572.1</b>	<b>503.8</b>	<b>793.2</b>	<b>-25.1%</b>	<b>78.5%</b>
Sale of goods and services other than capital assets of which:	886.9	580.8	523.3	954.8	2.5%	46.2%	184.5	114.8	294.2	-32.5%	28.8%
<i>Sales by market establishment</i>	886.9	580.8	523.3	954.8	2.5%	46.2%	184.5	114.8	294.2	-32.5%	28.8%
Other non-tax revenue	689.4	444.5	557.6	933.5	10.6%	40.9%	387.6	389.0	499.1	-18.8%	49.7%
<b>Transfers received</b>	<b>188.3</b>	<b>183.2</b>	<b>233.5</b>	<b>162.7</b>	<b>-4.7%</b>	<b>12.9%</b>	<b>208.1</b>	<b>213.9</b>	<b>216.0</b>	<b>9.9%</b>	<b>21.5%</b>
<b>Total revenue</b>	<b>1 764.6</b>	<b>1 208.6</b>	<b>1 314.4</b>	<b>2 051.0</b>	<b>5.1%</b>	<b>100.0%</b>	<b>780.2</b>	<b>717.7</b>	<b>1 009.2</b>	<b>-21.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>642.7</b>	<b>698.0</b>	<b>915.0</b>	<b>264.6</b>	<b>-25.6%</b>	<b>-6.5%</b>	<b>352.2</b>	<b>406.0</b>	<b>285.4</b>	<b>2.6%</b>	<b>-6.4%</b>
Compensation of employees	88.7	98.4	97.4	103.6	5.3%	-16.3%	115.8	121.7	127.8	7.2%	-4.2%
Goods and services	551.3	596.8	812.4	152.5	-34.8%	11.5%	227.9	276.8	150.5	-0.4%	-1.5%
Depreciation	2.7	2.8	4.8	7.9	43.7%	-1.5%	7.7	6.1	6.1	-8.3%	-0.7%
Interest, dividends and rent on land	0.0	0.0	0.4	0.6	583.0%	-0.1%	0.8	1.3	1.0	18.0%	-
<b>Transfers and subsidies</b>	<b>-</b>	<b>101.5</b>	<b>(34.7)</b>	<b>(575.5)</b>	<b>-</b>	<b>129.2%</b>	<b>4.5</b>	<b>3.0</b>	<b>2.2</b>	<b>-115.5%</b>	<b>128.3%</b>
Tax payment	159.8	393.1	419.8	198.3	7.5%	-22.7%	101.5	225.8	129.3	-13.3%	-21.8%
<b>Total expenses</b>	<b>802.5</b>	<b>1 192.6</b>	<b>1 300.1</b>	<b>(112.6)</b>	<b>-152.0%</b>	<b>100.0%</b>	<b>458.1</b>	<b>634.7</b>	<b>416.8</b>	<b>-254.7%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>962.2</b>	<b>16.0</b>	<b>14.3</b>	<b>2 163.6</b>	<b>31.0%</b>		<b>322.0</b>	<b>82.9</b>	<b>592.4</b>	<b>-35.1%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>404.5</b>	<b>(162.7)</b>	<b>(227.1)</b>	<b>330.9</b>	<b>-6.5%</b>	<b>100.0%</b>	<b>1 024.5</b>	<b>1 101.9</b>	<b>1 044.0</b>	<b>46.7%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>938.6</b>	<b>704.0</b>	<b>882.2</b>	<b>923.8</b>	<b>-0.5%</b>	<b>81.7%</b>	<b>1 348.0</b>	<b>1 373.4</b>	<b>1 256.6</b>	<b>10.8%</b>	<b>85.9%</b>
Sales of goods and services other than capital assets of which:	700.7	424.2	583.8	692.3	-0.4%	56.5%	1 054.7	1 063.9	913.4	9.7%	65.1%
<i>Sales by market establishment</i>	700.7	424.2	583.8	692.3	-0.4%	56.5%	1 054.7	1 063.9	913.4	9.7%	65.1%
Other tax receipts	237.8	279.8	298.4	231.6	-0.9%	25.2%	293.3	309.5	343.2	14.0%	20.7%
<b>Transfers received</b>	<b>188.3</b>	<b>183.2</b>	<b>233.5</b>	<b>162.7</b>	<b>-4.7%</b>	<b>18.3%</b>	<b>208.1</b>	<b>213.9</b>	<b>216.0</b>	<b>9.9%</b>	<b>14.1%</b>
<b>Total receipts</b>	<b>1 126.8</b>	<b>887.2</b>	<b>1 115.7</b>	<b>1 086.6</b>	<b>-1.2%</b>	<b>100.0%</b>	<b>1 556.1</b>	<b>1 587.2</b>	<b>1 472.6</b>	<b>10.7%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>503.4</b>	<b>651.0</b>	<b>630.2</b>	<b>371.3</b>	<b>-9.6%</b>	<b>56.9%</b>	<b>316.5</b>	<b>233.0</b>	<b>277.0</b>	<b>-9.3%</b>	<b>55.3%</b>
Compensation of employees	88.7	98.4	97.4	103.6	5.3%	10.7%	115.8	121.7	127.8	7.2%	22.6%
Goods and services	414.7	552.5	532.4	267.0	-13.6%	46.3%	199.8	109.9	148.1	-17.8%	32.5%
Interest and rent on land	0.0	0.0	0.4	0.6	583.0%	-	0.8	1.3	1.0	18.0%	0.2%
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>284.4</b>	<b>257.0</b>	<b>-</b>	<b>13.8%</b>	<b>113.6</b>	<b>26.6</b>	<b>22.3</b>	<b>-55.7%</b>	<b>16.5%</b>
Tax payment	218.9	399.0	428.1	127.3	-16.5%	29.3%	101.5	225.8	129.3	0.5%	28.2%
<b>Total payments</b>	<b>722.3</b>	<b>1 049.9</b>	<b>1 342.8</b>	<b>755.6</b>	<b>1.5%</b>	<b>100.0%</b>	<b>531.5</b>	<b>485.3</b>	<b>428.6</b>	<b>-17.2%</b>	<b>100.0%</b>

**Table 39.44 Export Credit Insurance Corporation statements of financial performance, cash flow and financial position**

Statement of financial performance				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2020/21				2021/18 - 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	
<b>Net cash flow from investing activities</b>	<b>(505.0)</b>	<b>300.8</b>	<b>204.6</b>	<b>(562.4)</b>	<b>3.7%</b>	<b>100.0%</b>	<b>(1 019.5)</b>	<b>(1 098.0)</b>	<b>(1 039.9)</b>	<b>22.7%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.5)	(1.1)	(0.1)	(1.3)	32.4%	–	(2.4)	(1.3)	(0.8)	-15.9%	0.2%
Acquisition of software and other intangible assets	(0.6)	(0.1)	(0.1)	–	-100.0%	–	–	–	–	–	–
Proceeds from the sale of property, plant, equipment and intangible assets	–	0.0	0.0	–	–	–	–	–	–	–	–
Other flows from investing activities	(503.9)	302.1	204.8	(561.2)	3.7%	100.0%	(1 017.2)	(1 096.8)	(1 039.2)	22.8%	99.8%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>–</b>	<b>(2.6)</b>	<b>(5.8)</b>	<b>–</b>	<b>–</b>	<b>(5.0)</b>	<b>(3.9)</b>	<b>(4.1)</b>	<b>-10.7%</b>	<b>100.0%</b>
Repayment of finance leases	–	–	(2.6)	(5.8)	–	–	(5.0)	(3.9)	(4.1)	-10.7%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(100.5)</b>	<b>138.2</b>	<b>(25.1)</b>	<b>(237.3)</b>	<b>33.2%</b>	<b>52.0%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-103.1%</b>	<b>52.7%</b>
<b>Statement of financial position</b>											
Carrying value of assets	8.8	9.2	17.6	11.0	7.9%	0.1%	26.3	23.1	17.1	15.8%	0.2%
<b>Acquisition of assets</b>	<b>(0.5)</b>	<b>(1.1)</b>	<b>(0.1)</b>	<b>(1.3)</b>	<b>32.4%</b>	<b>100.0%</b>	<b>(2.4)</b>	<b>(1.3)</b>	<b>(0.8)</b>	<b>-15.9%</b>	<b>100.0%</b>
Investments	6 715.8	7 461.2	8 272.0	7 938.7	5.7%	74.2%	8 891.7	10 487.5	11 245.9	12.3%	75.5%
Receivables and prepayments	1 648.5	1 912.3	2 140.7	3 408.2	27.4%	21.7%	2 493.8	1 793.7	1 135.1	-30.7%	17.6%
Cash and cash equivalents	154.5	351.1	331.4	86.1	-17.7%	2.3%	85.4	91.0	88.2	0.8%	0.7%
Taxation	12.0	0.9	22.4	22.4	23.2%	0.1%	22.4	22.4	22.4	–	0.2%
Derivatives financial instruments	–	–	–	784.5	–	1.6%	760.8	773.4	690.4	-4.2%	5.9%
<b>Total assets</b>	<b>8 539.5</b>	<b>9 734.6</b>	<b>10 784.1</b>	<b>12 250.9</b>	<b>12.8%</b>	<b>100.0%</b>	<b>12 280.4</b>	<b>13 191.2</b>	<b>13 199.1</b>	<b>2.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	2 036.5	2 052.5	2 066.8	4 230.4	27.6%	24.7%	4 552.4	4 635.3	5 227.7	7.3%	36.6%
Capital and reserves	1 993.6	2 961.1	3 982.8	2 894.3	13.2%	28.6%	2 828.5	3 324.5	3 061.6	1.9%	23.8%
Finance lease	–	–	9.2	3.4	–	–	19.3	15.7	11.6	50.7%	0.1%
Deferred income	–	–	–	134.1	–	0.3%	130.1	132.3	118.2	-4.1%	1.0%
Trade and other payables	51.6	192.9	280.3	79.3	15.4%	1.5%	74.6	88.3	83.1	1.5%	0.6%
Taxation	39.4	39.8	11.1	–	-100.0%	0.2%	–	–	–	–	–
Provisions	3 245.6	3 231.1	3 252.9	4 079.2	7.9%	33.7%	4 196.1	4 742.4	4 602.0	4.1%	34.6%
Derivatives financial instruments	1 172.9	1 257.3	1 181.1	830.2	-10.9%	11.1%	479.4	252.5	94.9	-51.5%	3.3%
<b>Total equity and liabilities</b>	<b>8 539.5</b>	<b>9 734.6</b>	<b>10 784.1</b>	<b>12 250.9</b>	<b>12.8%</b>	<b>100.0%</b>	<b>12 280.4</b>	<b>13 191.2</b>	<b>13 199.1</b>	<b>2.5%</b>	<b>100.0%</b>

**Personnel information****Table 39.45 Export Credit Insurance Corporation personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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	
Export Credit Insurance Corporation		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	95	95	83	97.4	1.2	95	103.6	1.1	95	115.8	1.2	95	121.7	1.3	95	127.8	1.3	7.2%	100.0%
1–6	13	13	8	1.8	0.2	13	2.5	0.2	13	2.7	0.2	13	2.9	0.2	13	3.0	0.2	6.8%	2.4%
7–10	39	39	40	26.1	0.7	39	23.9	0.6	39	26.2	0.7	39	27.5	0.7	39	29.1	0.7	6.7%	22.8%
11–12	17	17	14	15.0	1.1	17	17.5	1.0	17	19.2	1.1	17	20.1	1.2	17	21.3	1.3	6.7%	16.7%
13–16	22	22	18	37.6	2.1	22	40.2	1.8	22	44.8	2.0	22	47.1	2.1	22	49.5	2.3	7.2%	38.7%
17–22	4	4	3	16.9	5.6	4	19.5	4.9	4	22.9	5.7	4	24.1	6.0	4	24.8	6.2	8.5%	19.4%

1. Rand million.

## Industrial Development Corporation

### Selected performance indicators

**Table 39.46 Industrial Development Corporation 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
Value of funding disbursed per year	Administration	Priority 2: Economic transformation and job creation	R15.4bn	R11.4bn	R12.1bn	R8.9bn	R8.6bn	R9.1bn	R12bn
Number of jobs expected to be created or saved per year	Administration		29 885	17 887	10 205	20 300	20 500	23 000	26 700
Value of funding to black industrialists signed per year	Administration		R5.2bn	R4.7bn	R2.7bn	R3.8bn	R3.6bn	R4bn	R4.7bn
Value of funding to women entrepreneurs signed per year	Administration		R2bn	R2.8bn	R2.2bn	R1.2bn	R1.2bn	R1.3bn	R1.5bn
Value of funding to youth entrepreneurs signed per year	Administration		R1bn	R700m	R900m	R800m	R700m	R800m	R900m

### Entity overview

The Industrial Development Corporation is a national development finance institution established in terms of the Industrial Development Act (1940). It is mandated to lead industrial capacity development through investments in individual business enterprises, and by acting as a catalyst for the creation or revitalisation of industries. Over the medium term, the corporation will continue to contribute to job creation and an inclusive economy through, among other things, funding black-owned companies, black industrialists, and enterprises owned by women and young people.

The COVID-19 pandemic has made it necessary for the corporation to review its investment philosophy. Accordingly, over the period ahead, the corporation will adopt a “twin pillar” approach to financial sustainability and development effectiveness. This entails introducing specific initiatives to leverage investment from other sources, including the mobilising of funds managed on behalf of other government entities and increasing syndicate funding from other development financial institutions and, potentially, commercial funders. As a result, investment facilitated by the corporation is expected to exceed R20 billion per year over the MTEF period despite subdued disbursements from its balance sheet. Funding will focus on priority sectors identified in industry master plans and the economic reconstruction and recovery plan.

Expenditure is expected to increase at an average annual rate of 5.3 per cent, from R18.2 billion in 2020/21 to R21.3 billion in 2023/24. The corporation is set to derive an estimated 64.8 per cent (R46.8 billion) of its revenue through interest on loans and other sources such as dividends from equity investments. The sale of goods and services by the corporation’s subsidiaries is expected to contribute an estimated 35 per cent (R25.8 billion) over the MTEF period. Revenue is expected to increase at an average annual rate of 14.2 per cent, from R17.9 billion in 2020/21 to R26.6 billion in 2023/24.

### Programmes/Objectives/Activities

**Table 39.47 Industrial Development Corporation 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	2023/24		
Administration	16 154.0	18 710.0	23 357.0	18 192.4	4.0%	100.0%	19 373.5	20 326.2	21 256.8	5.3%	100.0%	
<b>Total</b>	<b>16 154.0</b>	<b>18 710.0</b>	<b>23 357.0</b>	<b>18 192.4</b>	<b>4.0%</b>	<b>100.0%</b>	<b>19 373.5</b>	<b>20 326.2</b>	<b>21 256.8</b>	<b>5.3%</b>	<b>100.0%</b>	



**Statements of financial performance, cash flow and financial position**
**Table 39.48 Industrial Development Corporation statements of financial performance, cash flow and financial position**

Statement of financial performance			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
Audited outcome						2020/21		2021/22 - 2023/24			
R million	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>18 997.0</b>	<b>18 856.0</b>	<b>17 851.0</b>	<b>17 869.2</b>	<b>-2.0%</b>	<b>96.6%</b>	<b>21 381.1</b>	<b>24 572.9</b>	<b>26 617.7</b>	<b>14.2%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	10 377.0	10 130.0	8 845.0	6 140.4	-16.0%	46.3%	7 624.4	8 848.8	9 303.3	14.9%	35.2%
of which:											
Administrative fees	7 994.0	10 062.0	8 845.0	6 140.4	-8.4%	43.2%	7 624.4	8 848.8	9 303.3	14.9%	35.2%
Other sales	2 383.0	68.0	—	—	-100.0%	3.2%	—	—	—	—	—
Other non-tax revenue	8 620.0	8 726.0	9 006.0	11 728.8	10.8%	50.3%	13 756.7	15 724.1	17 314.4	13.9%	64.8%
Tax benefit	381.0	574.0	1 717.0	—	-100.0%	3.4%	—	—	—	—	—
<b>Total revenue</b>	<b>19 378.0</b>	<b>19 430.0</b>	<b>19 568.0</b>	<b>17 869.2</b>	<b>-2.7%</b>	<b>100.0%</b>	<b>21 381.1</b>	<b>24 572.9</b>	<b>26 617.7</b>	<b>14.2%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>16 154.0</b>	<b>18 710.0</b>	<b>23 357.0</b>	<b>17 815.0</b>	<b>3.3%</b>	<b>99.5%</b>	<b>18 751.6</b>	<b>19 219.0</b>	<b>19 706.9</b>	<b>3.4%</b>	<b>95.5%</b>
Compensation of employees	2 377.0	1 012.2	929.4	890.1	-27.9%	7.2%	1 101.3	1 150.8	1 208.3	10.7%	5.5%
Goods and services	10 831.0	13 862.8	19 017.6	13 305.5	7.1%	73.9%	13 934.5	14 021.8	14 587.6	3.1%	70.7%
Depreciation	513.0	1 010.0	663.0	886.0	20.0%	4.1%	930.0	985.4	1 029.8	5.1%	4.8%
Interest, dividends and rent on land	2 433.0	2 825.0	2 747.0	2 733.4	4.0%	14.2%	2 785.9	3 061.0	2 881.1	1.8%	14.5%
Tax payment	—	—	—	377.4	—	0.5%	621.9	1 107.2	1 549.9	60.1%	4.5%
<b>Total expenses</b>	<b>16 154.0</b>	<b>18 710.0</b>	<b>23 357.0</b>	<b>18 192.4</b>	<b>4.0%</b>	<b>100.0%</b>	<b>19 373.5</b>	<b>20 326.2</b>	<b>21 256.8</b>	<b>5.3%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>3 224.0</b>	<b>720.0</b>	<b>(3 789.0)</b>	<b>(323.2)</b>	<b>-146.5%</b>		<b>2 007.6</b>	<b>4 246.7</b>	<b>5 360.9</b>	<b>-355.0%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>2 950.0</b>	<b>11 899.1</b>	<b>3 880.9</b>	<b>628.7</b>	<b>-40.3%</b>	<b>100.0%</b>	<b>994.4</b>	<b>2 443.6</b>	<b>3 063.4</b>	<b>69.5%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Tax receipts</b>	<b>453.0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>-100.0%</b>	<b>1.2%</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Non-tax receipts</b>	<b>8 945.0</b>	<b>25 116.0</b>	<b>20 863.0</b>	<b>9 372.4</b>	<b>1.6%</b>	<b>98.8%</b>	<b>12 001.0</b>	<b>14 254.9</b>	<b>16 209.1</b>	<b>20.0%</b>	<b>100.0%</b>
Other tax receipts	8 945.0	25 116.0	20 863.0	9 372.4	1.6%	98.8%	12 001.0	14 254.9	16 209.1	20.0%	100.0%
Tax benefit	—	—	1.0	—	—	—	—	—	—	—	—
<b>Total receipts</b>	<b>9 398.0</b>	<b>25 116.0</b>	<b>20 864.0</b>	<b>9 372.4</b>	<b>-0.1%</b>	<b>100.0%</b>	<b>12 001.0</b>	<b>14 254.9</b>	<b>16 209.1</b>	<b>20.0%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>6 448.0</b>	<b>13 185.9</b>	<b>16 645.5</b>	<b>8 366.3</b>	<b>9.1%</b>	<b>98.4%</b>	<b>10 384.7</b>	<b>10 704.1</b>	<b>11 595.8</b>	<b>11.5%</b>	<b>92.2%</b>
Compensation of employees	2 377.0	1 012.2	853.3	890.1	-27.9%	14.9%	1 101.3	1 150.8	1 208.3	10.7%	9.8%
Goods and services	1 753.0	9 348.7	13 045.1	4 742.8	39.3%	57.2%	6 497.5	6 492.3	7 506.3	16.5%	56.3%
Interest and rent on land	2 318.0	2 825.0	2 747.0	2 733.4	5.6%	26.2%	2 785.9	3 061.0	2 881.1	1.8%	26.1%
Tax payment	—	31.0	337.6	377.4	—	1.6%	621.9	1 107.2	1 549.9	60.1%	7.8%
<b>Total payments</b>	<b>6 448.0</b>	<b>13 216.9</b>	<b>16 983.1</b>	<b>8 743.7</b>	<b>10.7%</b>	<b>100.0%</b>	<b>11 006.6</b>	<b>11 811.3</b>	<b>13 145.7</b>	<b>14.6%</b>	<b>100.0%</b>
<b>Net cash flow from advancing activities (financial institutions only)</b>	<b>(3 211.0)</b>	<b>(6 488.1)</b>	<b>(3 312.9)</b>	<b>(5 309.3)</b>	<b>18.2%</b>	<b>100.0%</b>	<b>(2 106.7)</b>	<b>(2 693.9)</b>	<b>(2 188.6)</b>	<b>-25.6%</b>	<b>100.0%</b>
Loan disbursements	(10 972.0)	(11 816.4)	(11 656.0)	(6 573.9)	-15.7%	249.9%	(4 928.8)	(6 040.1)	(6 788.3)	1.1%	223.0%
Loan principal repayments	4 408.0	3 458.5	6 342.3	4 279.0	-1.0%	-115.7%	5 399.3	6 436.8	8 016.7	23.3%	-235.5%
Other	3 353.0	1 869.8	2 000.8	(3 014.4)	-196.5%	-34.2%	(2 577.2)	(3 090.6)	(3 417.0)	4.3%	112.5%
<b>Net cash flow from investing activities</b>	<b>(1 148.0)</b>	<b>(1 694.0)</b>	<b>(3 042.0)</b>	<b>244.0</b>	<b>-159.7%</b>	<b>100.0%</b>	<b>1 500.0</b>	<b>1 000.0</b>	<b>1 500.0</b>	<b>83.2%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1 803.0)	(1 512.0)	(697.0)	—	-100.0%	67.3%	—	—	—	—	—
Acquisition of software and other intangible assets	(4.0)	(2.0)	(9.0)	—	-100.0%	0.2%	—	—	—	—	—
Proceeds from the sale of property, plant, equipment and intangible assets	355.0	398.0	—	—	-100.0%	-13.6%	—	—	—	—	—
Other flows from investing activities	304.0	(578.0)	(2 336.0)	244.0	-7.1%	46.1%	1 500.0	1 000.0	1 500.0	83.2%	100.0%
<b>Net cash flow from financing activities</b>	<b>(50.0)</b>	<b>(94.0)</b>	<b>1 408.0</b>	<b>3 117.4</b>	<b>-496.5%</b>	<b>100.0%</b>	<b>(288.2)</b>	<b>869.1</b>	<b>(990.2)</b>	<b>-168.2%</b>	<b>100.0%</b>
Deferred income	—	—	1 462.0	—	—	26.0%	—	—	—	—	—
Borrowing activities	—	(44.0)	(27.0)	3 117.4	—	36.2%	(288.2)	869.1	(990.2)	-168.2%	100.0%
Repayment of finance leases	—	—	(27.0)	—	—	-0.5%	—	—	—	—	—
Other flows from financing activities	(50.0)	(50.0)	—	—	-100.0%	38.3%	—	—	—	—	—
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(1 459.0)</b>	<b>3 623.0</b>	<b>(1 066.0)</b>	<b>(1 319.3)</b>	<b>-3.3%</b>	<b>-0.4%</b>	<b>99.5</b>	<b>1 618.8</b>	<b>1 384.5</b>	<b>-201.6%</b>	<b>1.9%</b>

**Table 39.48 Industrial Development Corporation statements of financial performance, cash flow and financial position**

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome			2020/21				2021/22	2022/23	2023/24		
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
Carrying value of assets	8 148.0	7 735.0	7 547.0	5 389.7	-12.9%	5.7%	5 820.9	6 344.8	6 979.2	9.0%	5.0%
Acquisition of assets	(1 803.0)	(1 512.0)	(697.0)	–	-100.0%	–	–	–	–	–	–
Investments	112 148.0	102 112.0	67 436.0	61 531.2	-18.1%	67.0%	66 259.0	68 494.1	70 761.5	4.8%	54.8%
Inventory	1 748.0	2 051.0	2 251.0	–	-100.0%	1.2%	–	–	–	–	–
Loans	–	18 851.0	19 945.0	31 717.1	–	14.8%	31 751.4	32 835.3	33 625.4	2.0%	26.7%
Receivables and prepayments	3 351.0	1 854.0	1 994.0	7 840.7	32.8%	3.1%	7 946.6	7 862.4	7 459.4	-1.6%	6.4%
Cash and cash equivalents	6 156.0	9 809.0	8 776.0	7 383.0	6.2%	6.4%	7 416.3	8 999.2	10 374.1	12.0%	7.0%
Non-current assets held for sale	4 508.0	36.0	36.0	–	-100.0%	0.8%	–	–	–	–	–
Taxation	757.0	2 158.0	1 475.0	–	-100.0%	0.8%	–	–	–	–	–
Derivatives financial instruments	142.0	1.0	171.0	–	-100.0%	0.1%	–	–	–	–	–
<b>Total assets</b>	<b>136 958.0</b>	<b>144 607.0</b>	<b>109 631.0</b>	<b>113 861.7</b>	<b>-6.0%</b>	<b>100.0%</b>	<b>119 194.2</b>	<b>124 535.8</b>	<b>129 199.6</b>	<b>4.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	90 714.0	93 910.0	58 797.0	57 643.4	-14.0%	58.9%	63 329.2	67 943.9	73 613.3	8.5%	53.8%
Capital and reserves	1 393.0	1 393.0	1 393.0	–	-100.0%	0.8%	–	–	–	–	–
Borrowings	33 236.0	39 535.0	41 318.0	45 679.1	11.2%	32.4%	45 213.1	46 014.0	44 937.6	-0.5%	37.4%
Trade and other payables	3 379.0	3 042.0	4 307.0	–	-100.0%	2.1%	–	–	–	–	–
Taxation	4 715.0	5 752.0	1 715.0	5 787.5	7.1%	3.5%	5 900.3	5 826.2	5 897.1	0.6%	4.8%
Provisions	1 274.0	741.0	928.0	–	-100.0%	0.6%	–	–	–	–	–
Managed funds (e.g. Poverty Alleviation Fund)	–	–	–	4 751.7	–	1.0%	4 751.7	4 751.7	4 751.7	–	3.9%
Derivatives financial instruments	2 247.0	234.0	1 173.0	–	-100.0%	0.7%	–	–	–	–	–
<b>Total equity and liabilities</b>	<b>136 958.0</b>	<b>144 607.0</b>	<b>109 631.0</b>	<b>113 861.7</b>	<b>-6.0%</b>	<b>100.0%</b>	<b>119 194.2</b>	<b>124 535.8</b>	<b>129 199.6</b>	<b>4.3%</b>	<b>100.0%</b>

**Personnel information****Table 39.49 Industrial Development Corporation personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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	
Industrial Development Corporation		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	854	854	843	929.4	1.1	849	890.1	1.0	853	1 101.3	1.3	893	1 150.8	1.3	936	1 208.3	1.3	10.7%	100.0%
1 – 6	40	40	47	10.5	0.2	39	8.0	0.2	40	9.4	0.2	41	9.9	0.2	42	10.4	0.2	8.9%	0.9%
7 – 10	275	275	267	128.3	0.5	268	120.4	0.4	274	144.4	0.5	289	150.9	0.5	304	158.5	0.5	9.6%	13.2%
11 – 12	142	142	152	149.0	1.0	142	128.0	0.9	142	158.4	1.1	148	165.5	1.1	156	173.8	1.1	10.7%	14.4%
13 – 16	378	378	356	571.0	1.6	378	565.8	1.5	377	700.2	1.9	395	731.7	1.9	414	768.3	1.9	10.7%	63.6%
17 – 22	19	19	21	70.6	3.4	22	67.8	3.1	20	88.8	4.4	20	92.8	4.6	20	97.5	4.9	12.8%	8.0%

1. Rand million.

## International Trade Administration Commission

### Selected performance indicators

**Table 39.50 International Trade Administration Commission 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
Percentage of the final decision within 6 months	Tariff investigations	Priority 2: Economic transformation and job creation	44% (12/27)	59% (13/22)	53% (10/19)	70%	70%	70%	70%
Turnaround times for rebate and drawback permits (percentage of permits issued within 2 weeks)	Tariff investigations		97% (983/1 018)	95% (1 345/1 417)	95% (1 273/1 336)	70%	70%	70%	70%
Number of new investigations (anti-dumping, countervailing, safeguards and sunset reviews) initiated per year	Trade remedies		100% (2)	56% (5/9)	50% (1/2)	70%	70%	70%	70%
Number of import control permits issued per year	Import and export control		20 192	19 267	18 785	8 000	8 000	8 000	8 000
Number of export control permits issued per year	Import and export control		13 411	15 183	15 158	8 000	8 000	8 000	8 000
Number of enforcement container inspections conducted per year	Import and export control		3 791	2 560	3 594	40	40	40	40
Number of investigations on enforcement of permit conditions per year	Import and export control		19	18	26	4	4	4	4

### Entity overview

The International Trade Administration Commission was established through the International Trade Administration Act (2002). The aim of the commission is to foster economic growth and development, raise income levels, and promote investment and employment in South Africa and the Southern African Customs Union area by establishing an administration system for international trade. The commission's core functions are to conduct customs tariff investigations, institute trade remedies, and provide import and export controls. Its ongoing key strategic objectives are to ensure appropriate contribution to growth and development, and provide continued support to the department and government.

Expenditure is expected to increase at an average annual rate of 5.1 per cent, from R95.8 million in 2020/21 to R111.1 million in 2023/24. Compensation of employees is the commission's main cost driver, spending on which is expected to account for 80.8 per cent (R256.5 million) of total expenditure over the period ahead. Transfers from the department account for 98.6 per cent (R325.2 million) of revenue over the medium term.

### Programmes/Objectives/Activities

**Table 39.51 International Trade Administration Commission 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	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	2020/21 - 2023/24	
Administration	56.2	46.5	53.9	34.3	-15.2%	45.3%	44.2	52.5	49.1	12.7%	42.1%
Tariff investigations	24.3	25.4	21.9	29.0	6.1%	24.2%	30.0	27.9	29.3	0.3%	27.4%
Trade remedies	16.2	16.5	14.7	18.8	5.0%	15.9%	19.8	17.3	18.9	0.3%	17.6%
Import and export control	12.5	15.9	18.7	13.7	3.4%	14.5%	14.5	12.3	13.9	0.3%	12.8%
<b>Total</b>	<b>109.2</b>	<b>104.3</b>	<b>109.2</b>	<b>95.8</b>	<b>-4.3%</b>	<b>100.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.52 International Trade Administration Commission statements of financial performance, cash flow and financial position**

Statement of financial performance	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	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	2020/21 - 2023/24	
<b>Revenue</b>												
<b>Non-tax revenue</b>		1.1	1.1	1.6	1.5	12.4%	1.4	1.4	1.5	-0.7%	1.4%	
<i>of which:</i>												
Other non-tax revenue		1.1	1.1	1.6	1.5	12.4%	1.4	1.4	1.5	-0.7%	1.4%	
<b>Transfers received</b>		100.7	106.6	111.4	94.3	-2.1%	107.0	108.6	109.6	5.1%	98.6%	
<b>Total revenue</b>		<b>101.7</b>	<b>107.6</b>	<b>113.0</b>	<b>95.8</b>	<b>-2.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>	

**Table 39.52 International Trade Administration Commission statements of financial performance, cash flow and financial position**

Statement of financial performance				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							
<b>Expenses</b>											
<b>Current expenses</b>	<b>109.2</b>	<b>104.3</b>	<b>109.2</b>	<b>95.8</b>	<b>-4.3%</b>	<b>100.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>
Compensation of employees	85.2	84.4	86.2	86.0	0.3%	81.9%	86.8	82.9	86.8	0.3%	80.8%
Goods and services	22.4	19.0	22.3	9.2	-25.6%	17.2%	21.0	26.4	23.5	36.5%	18.5%
Depreciation	1.7	0.8	0.7	0.4	-36.1%	0.9%	0.6	0.7	0.9	27.7%	0.6%
Interest, dividends and rent on land	-	-	-	0.1	-	-	-	-	-	-100.0%	-
<b>Total expenses</b>	<b>109.2</b>	<b>104.3</b>	<b>109.2</b>	<b>95.8</b>	<b>-4.3%</b>	<b>100.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(7.5)</b>	<b>3.4</b>	<b>3.8</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(6.3)</b>	<b>4.6</b>	<b>7.1</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>1.0</b>	<b>1.1</b>	<b>1.8</b>	<b>1.5</b>	<b>15.3%</b>	<b>1.3%</b>	<b>1.4</b>	<b>1.4</b>	<b>1.5</b>	<b>-0.7%</b>	<b>1.4%</b>
Other tax receipts	1.0	1.1	1.8	1.5	15.3%	1.3%	1.4	1.4	1.5	-0.7%	1.4%
<b>Transfers received</b>	<b>99.1</b>	<b>106.6</b>	<b>111.4</b>	<b>94.3</b>	<b>-1.6%</b>	<b>98.7%</b>	<b>107.0</b>	<b>108.6</b>	<b>109.6</b>	<b>5.1%</b>	<b>98.6%</b>
<b>Total receipts</b>	<b>100.1</b>	<b>107.6</b>	<b>113.2</b>	<b>95.8</b>	<b>-1.4%</b>	<b>100.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>106.4</b>	<b>103.0</b>	<b>106.1</b>	<b>95.8</b>	<b>-3.4%</b>	<b>100.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>
Compensation of employees	84.7	84.2	84.6	80.7	-1.6%	81.3%	86.8	82.9	86.8	2.5%	79.4%
Goods and services	21.7	18.8	21.5	15.2	-11.3%	18.7%	21.6	27.1	24.4	17.1%	20.6%
<b>Total payments</b>	<b>106.4</b>	<b>103.0</b>	<b>106.1</b>	<b>95.8</b>	<b>-3.4%</b>	<b>100.0%</b>	<b>108.4</b>	<b>110.0</b>	<b>111.1</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(0.0)</b>	<b>-</b>	<b>(0.0)</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Acquisition of property, plant, equipment and intangible assets	(0.1)	-	(0.0)	-	-100.0%	-	-	-	-	-	-
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	-	-	-	-100.0%	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(6.4)</b>	<b>4.6</b>	<b>7.1</b>	<b>-</b>	<b>-100.0%</b>	<b>1.3%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Statement of financial position</b>											
Carrying value of assets	2.5	0.9	0.8	1.1	-24.6%	8.3%	1.1	1.1	1.1	1.5%	7.2%
Acquisition of assets	(0.1)	-	(0.0)	-	-100.0%	-	-	-	-	-	-
Inventory	0.1	0.1	0.1	0.1	-3.5%	0.6%	0.1	0.1	0.1	1.5%	0.7%
Receivables and prepayments	0.4	0.7	0.3	0.3	-9.1%	2.5%	0.3	0.3	0.3	1.5%	2.2%
Cash and cash equivalents	12.8	24.5	10.9	13.2	1.2%	88.6%	13.2	13.2	13.8	1.5%	89.9%
<b>Total assets</b>	<b>15.8</b>	<b>26.3</b>	<b>12.1</b>	<b>14.7</b>	<b>-2.3%</b>	<b>100.0%</b>	<b>14.7</b>	<b>14.7</b>	<b>15.4</b>	<b>1.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	0.9	8.1	0.9	4.3	66.8%	18.3%	4.3	4.3	4.5	1.5%	29.0%
Trade and other payables	4.7	5.6	4.1	3.8	-6.5%	27.7%	3.8	3.8	4.0	1.5%	26.0%
Provisions	9.7	12.6	7.1	6.6	-11.7%	53.2%	6.6	6.6	6.9	1.5%	45.0%
Derivatives financial instruments	0.6	-	-	-	-100.0%	0.9%	-	-	-	-	-
<b>Total equity and liabilities</b>	<b>15.8</b>	<b>26.3</b>	<b>12.1</b>	<b>14.7</b>	<b>-2.3%</b>	<b>100.0%</b>	<b>14.7</b>	<b>14.7</b>	<b>15.4</b>	<b>1.5%</b>	<b>100.0%</b>

**Personnel information****Table 39.53 International Trade Administration Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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							
International Trade Administration Commission	131	131	86.2	0.7	131	86.0	0.7	131	86.8	0.7	131	82.9	0.6	131	86.8	0.7	0.3%	100.0%	
Salary level																			
1-6	17	17	17	4.0	0.2	17	4.2	0.2	17	4.8	0.3	17	4.8	0.3	17	4.8	0.3	4.8%	5.5%
7-10	66	66	66	33.2	0.5	66	34.9	0.5	66	35.2	0.5	66	31.8	0.5	66	35.2	0.5	0.2%	40.0%
11-12	32	32	32	28.4	0.9	32	24.9	0.8	32	24.9	0.8	32	24.3	0.8	32	24.9	0.8	-0.1%	28.9%
13-16	16	16	16	20.6	1.3	16	22.0	1.4	16	21.9	1.4	16	21.9	1.4	16	21.9	1.4	-0.2%	25.6%

1. Rand million.

## National Consumer Commission

### Selected performance indicators

**Table 39.54 National Consumer Commission 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 business compliance initiatives conducted per year	Promote consumer protection and safety	Priority 1: A capable, ethical and developmental state	12	18	12	13	14	15	18
Number of consumer awareness campaigns conducted per year	Promote consumer protection and safety	Priority 6: Social cohesion and safer communities	24	29	24	26	28	32	36
Percentage of requests for explanatory notes and/or non-binding opinions provided within an average of 10 days per year	Promote consumer protection and safety		100% (225)	100% (568)	100% (567)	95%	95%	95%	95%
Percentage of finalised investigations within the predetermined time period per year	Promote a fair market place		– <sup>1</sup>	80% (9.6/12)	90% (90/100)	80%	80%	80%	80%
Percentage of further enforcement action taken within a predetermined period per year	Promote a fair market place	Priority 1: A capable, ethical and developmental state	100% (9)	67% (6/9)	72.2% (13/18)	90%	90%	90%	90%
Report on all product recalls in line with the published product recall guidelines or as agreed with the supplier per year	Promote public awareness on consumer protection matters		4	4	4	4	4	4	4

1. No historical data available.

### Entity overview

The National Consumer Commission was established in terms of section 85 of the Consumer Protection Act (2008), with jurisdiction across South Africa. The commission aims to conduct investigations against suppliers allegedly engaging in prohibited conduct; promote the resolution of disputes between consumers and suppliers; and promote compliance with the act through advocacy, education and awareness. Over the medium term, the commission will focus on conducting education and awareness campaigns; investigating the conduct of suppliers; and conducting inspections of businesses to facilitate the resolution of disputes between consumers and suppliers in a speedy, cost-effective, fair and transparent manner.

Expenditure is expected to increase at an average annual rate of 4.4 per cent, from R54.6 million in 2020/21 to R62.2 million in 2023/24. Compensation of employees accounts for 79.8 per cent (R143.4 million) of the commission's expenditure over the medium term. The commission expects to derive 95.9 per cent (R177.9 million) of its revenue over the medium term through transfers from the department, and the remainder through interest on investments.

### Programmes/Objectives/Activities

**Table 39.55 National Consumer Commission 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	33.5	31.6	26.9	23.5	-11.2%	47.9%	28.1	28.0	27.2	5.0%	44.6%
Promote consumer protection and safety	20.3	23.1	24.6	23.9	5.5%	38.4%	24.2	25.1	25.5	2.3%	41.3%
Promote a fair market place	7.8	7.8	8.2	7.0	-3.8%	12.8%	7.8	8.0	8.9	8.7%	13.2%
Promote the supply of safe goods to consumers	1.3	–	0.6	0.3	-40.6%	0.9%	0.6	0.5	0.6	25.5%	0.8%
<b>Total</b>	<b>63.0</b>	<b>62.5</b>	<b>60.2</b>	<b>54.6</b>	<b>-4.6%</b>	<b>100.0%</b>	<b>60.6</b>	<b>61.6</b>	<b>62.2</b>	<b>4.4%</b>	<b>100.0%</b>

## Statements of financial performance, cash flow and financial position

**Table 39.56 National Consumer Commission statements of financial performance, cash flow and financial position**

Statement of financial performance											
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	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24		
<b>Revenue</b>											
<b>Non-tax revenue</b>	9.8	10.7	1.9	3.1	-31.8%	9.5%	2.1	2.2	2.3	-9.9%	4.1%
<i>of which:</i>											
Other non-tax revenue	9.8	10.7	1.9	3.1	-31.8%	9.5%	2.1	2.2	2.3	-9.9%	4.1%
<b>Transfers received</b>	52.6	69.7	58.3	51.5	-0.7%	90.5%	58.5	59.4	60.0	5.2%	95.9%
<b>Total revenue</b>	62.4	80.4	60.2	54.6	-4.3%	100.0%	60.6	61.6	62.2	4.4%	100.0%
<b>Expenses</b>											
<b>Current expenses</b>	63.0	62.5	60.2	54.6	-4.6%	100.0%	60.6	61.6	62.2	4.4%	100.0%
Compensation of employees	42.3	45.0	46.8	46.8	3.4%	75.6%	47.8	47.8	47.8	0.7%	79.8%
Goods and services	19.6	16.3	12.1	6.9	-29.3%	22.5%	11.2	12.3	13.0	23.2%	18.0%
Depreciation	1.1	1.2	1.3	0.9	-6.7%	1.9%	1.6	1.4	1.5	17.2%	2.2%
<b>Total expenses</b>	63.0	62.5	60.2	54.6	-4.6%	100.0%	60.6	61.6	62.2	4.4%	100.0%
<b>Surplus/(Deficit)</b>	(0.6)	17.8	-	-	-100.0%		-	-	-	-	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	(2.6)	(0.2)	-	1.0	-172.7%	-	1.6	1.4	1.5	13.3%	100.0%
<b>Receipts</b>											
<b>Non-tax receipts</b>	1.5	1.8	1.9	3.1	27.7%	3.5%	2.1	2.2	2.3	-9.9%	4.1%
Other tax receipts	1.5	1.8	1.9	3.1	27.7%	3.5%	2.1	2.2	2.3	-9.9%	4.1%
<b>Transfers received</b>	52.6	69.7	58.3	51.5	-0.7%	96.5%	58.5	59.4	60.0	5.2%	95.9%
<b>Total receipts</b>	54.1	71.5	60.2	54.6	0.3%	100.0%	60.6	61.6	62.2	4.4%	100.0%
<b>Payment</b>											
<b>Current payments</b>	56.7	71.6	60.2	53.6	-1.8%	100.0%	59.0	60.1	60.8	4.3%	100.0%
Compensation of employees	43.1	45.0	46.8	46.8	2.8%	75.9%	47.8	47.8	47.8	0.7%	81.6%
Goods and services	13.7	26.6	13.4	6.8	-20.6%	24.1%	11.2	12.3	13.0	23.7%	18.4%
<b>Total payments</b>	56.7	71.6	60.2	53.6	-1.8%	100.0%	59.0	60.1	60.8	4.3%	100.0%
<b>Net cash flow from investing activities</b>	(0.5)	(1.0)	(1.0)	(1.0)	26.4%	100.0%	(1.0)	(1.0)	(1.0)	3.1%	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.5)	(0.7)	(0.7)	(0.7)	11.4%	76.3%	(0.7)	(0.7)	(0.7)	2.8%	68.1%
Acquisition of software and other intangible assets	-	(0.3)	(0.3)	(0.3)	-	23.7%	(0.3)	(0.3)	(0.3)	3.7%	31.9%
<b>Net increase/(decrease) in cash and cash equivalents</b>	(3.1)	(1.1)	(1.0)	0.1	-125.7%	-2.0%	0.6	0.4	0.4	100.2%	0.6%
<b>Statement of financial position</b>											
Carrying value of assets	2.9	3.3	4.8	3.6	7.6%	27.4%	4.0	4.0	4.2	5.1%	35.1%
Acquisition of assets	(0.5)	(0.7)	(0.7)	(0.7)	11.4%	100.0%	(0.7)	(0.7)	(0.7)	2.8%	100.0%
Receivables and prepayments	0.7	0.7	0.1	0.2	-31.4%	2.8%	0.0	0.0	0.0	-54.4%	0.6%
Cash and cash equivalents	7.8	24.0	7.5	7.0	-3.6%	69.9%	7.0	7.3	7.6	2.7%	64.2%
<b>Total assets</b>	11.4	28.0	12.3	10.8	-1.7%	100.0%	11.0	11.3	11.8	2.9%	100.0%
Accumulated surplus/(deficit)	8.8	25.7	8.9	8.2	-2.2%	79.2%	8.2	8.2	8.6	1.6%	74.0%
Trade and other payables	0.9	0.8	1.0	0.7	-7.9%	6.3%	1.0	1.1	1.1	18.0%	8.8%
Provisions	1.7	1.6	1.3	1.1	-13.7%	10.4%	1.0	1.1	1.1	1.5%	9.7%
Derivatives financial instruments	-	-	1.1	0.8	-	4.1%	0.8	0.9	0.9	2.7%	7.5%
<b>Total equity and liabilities</b>	11.4	28.0	12.3	10.8	-1.7%	100.0%	11.0	11.3	11.8	2.9%	100.0%

## Personnel information

**Table 39.57 National Consumer Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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						
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
<b>National Consumer Commission</b>		79	46.8	0.6	79	46.8	0.6	79	47.8	0.6	79	47.8	0.6	79	47.8	0.6	0.7%	100.0%
<b>Salary level</b>																		
1 - 6	30	30	8.3	0.3	30	8.5	0.3	30	8.5	0.3	30	8.5	0.3	30	8.5	0.3	-	17.9%
7 - 10	21	21	9.8	0.5	21	10.0	0.5	21	10.0	0.5	21	10.0	0.5	21	10.0	0.5	-	21.1%
11 - 12	13	13	9.3	0.7	13	10.0	0.8	13	10.0	0.8	13	10.0	0.8	13	10.0	0.8	-	21.1%
13 - 16	15	15	19.3	1.3	15	18.2	1.2	15	19.3	1.3	15	19.3	1.3	15	19.3	1.3	1.9%	39.9%

1. Rand million.

## National Consumer Tribunal

### Selected performance indicators

**Table 39.58 National Consumer Tribunal 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
Average number of days per year from the date of complete filing of debt rearrangement agreement to date of issuing order to filing parties per year	Adjudication	Priority 1: A capable, ethical and developmental state	59	70	70	70	65	60	55
Average number of days per year from date of close of pleadings of non-debt rearrangement agreement to date of issuing notice of set down to filing parties per year	Adjudication		16	10	25	20	15	15	15
Average number of days per year from date of final adjudication of non-debt rearrangement agreement to date of issuing judgment to filing parties per year	Adjudication		24	17	20	20	20	20	20

### Entity overview

The National Consumer Tribunal was established as an independent adjudicative entity in terms of the National Credit Act (2005). It is mandated to review decisions made by the National Credit Regulator and the National Consumer Commission, and adjudicate on applications and referrals in terms of the National Credit Act (2005) and the Consumer Protection Act (2008). Over the medium term, the tribunal will continue to focus on the adjudication of cases, and manage the expected increase in its caseload.

Expenditure is expected to increase at an average annual rate of 6.1 per cent, from R60.6 million in 2020/21 to R72.3 million in 2023/24. Compensation of employees accounts for 62.2 per cent (R135.2 million) of expenditure, spending on which increases at an average annual rate of 10.5 per cent, from R34.8 million in 2020/21 to R47 million in 2023/24. The tribunal expects to derive 77.2 per cent (R163.6 million) of its revenue over the period ahead through transfers from the department.

### Programmes/Objectives/Activities

**Table 39.59 National Consumer Tribunal 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 (%)	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		
Administration	34.0	38.3	33.1	34.5	0.5%	56.0%	41.0	41.0	42.0	6.8%	58.2%
Adjudication	30.4	27.0	26.2	25.3	-5.9%	43.6%	27.0	29.1	29.4	5.1%	40.7%
Digital enablement	–	–	–	0.7	–	0.3%	0.7	0.8	0.8	3.8%	1.1%
<b>Total</b>	<b>64.4</b>	<b>65.3</b>	<b>59.4</b>	<b>60.6</b>	<b>-2.0%</b>	<b>100.0%</b>	<b>68.7</b>	<b>70.8</b>	<b>72.3</b>	<b>6.1%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.60 National Consumer Tribunal statements of financial performance, cash flow and financial position**

Statement of financial performance	Audited outcome			Revised estimate 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											
<b>Revenue</b>											
Non-tax revenue	7.0	6.0	9.8	13.1	23.5%	14.8%	15.2	16.1	17.0	9.1%	22.5%
Sale of goods and services other than capital assets	5.0	4.9	8.4	8.9	21.6%	11.2%	14.0	14.8	15.7	20.7%	19.5%
of which:											
Administrative fees	5.0	4.9	8.4	8.9	21.6%	11.2%	14.0	14.8	15.7	20.7%	19.5%
Other non-tax revenue	2.0	1.1	1.5	4.2	28.0%	3.6%	1.2	1.2	1.3	-32.7%	3.0%
Transfers received	48.5	52.7	56.6	47.5	-0.7%	85.2%	53.5	54.8	55.3	5.2%	77.5%
<b>Total revenue</b>	<b>55.4</b>	<b>58.6</b>	<b>66.5</b>	<b>60.6</b>	<b>3.0%</b>	<b>100.0%</b>	<b>68.7</b>	<b>70.8</b>	<b>72.3</b>	<b>6.1%</b>	<b>100.0%</b>

**Table 39.60 National Consumer Tribunal statements of financial performance, cash flow and financial position**

Statement of financial performance												
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	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24			
<b>Expenses</b>												
<b>Current expenses</b>	<b>64.4</b>	<b>65.3</b>	<b>59.4</b>	<b>60.6</b>	<b>-2.0%</b>	<b>100.0%</b>	<b>68.7</b>	<b>70.8</b>	<b>72.3</b>	<b>6.1%</b>	<b>100.0%</b>	
Compensation of employees	31.8	38.5	37.1	34.8	3.1%	57.1%	42.6	45.6	47.0	10.5%	62.2%	
Goods and services	31.0	25.0	19.8	20.0	-13.5%	38.2%	22.8	24.9	25.2	7.9%	34.0%	
Depreciation	1.7	1.8	2.4	5.8	51.3%	4.7%	3.3	0.3	0.1	-71.6%	3.7%	
Interest, dividends and rent on land	-	-	0.1	-	-	-	-	-	-	-	-	
<b>Total expenses</b>	<b>64.4</b>	<b>65.3</b>	<b>59.4</b>	<b>60.6</b>	<b>-2.0%</b>	<b>100.0%</b>	<b>68.7</b>	<b>70.8</b>	<b>72.3</b>	<b>6.1%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>(9.0)</b>	<b>(6.6)</b>	<b>7.1</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>												
<b>Cash flow from operating activities</b>	<b>(6.0)</b>	<b>(3.9)</b>	<b>4.6</b>	<b>5.8</b>	<b>-198.5%</b>	<b>100.0%</b>	<b>3.3</b>	<b>0.3</b>	<b>0.1</b>	<b>-71.5%</b>	<b>100.0%</b>	
<b>Receipts</b>												
<b>Non-tax receipts</b>	<b>7.1</b>	<b>5.7</b>	<b>10.5</b>	<b>13.1</b>	<b>22.5%</b>	<b>15.0%</b>	<b>15.2</b>	<b>16.1</b>	<b>17.0</b>	<b>9.1%</b>	<b>22.5%</b>	
Sales of goods and services other than capital assets	5.2	4.6	9.1	8.9	20.2%	11.3%	14.0	14.8	15.7	20.7%	19.5%	
Administrative fees	5.2	4.6	9.1	8.9	20.2%	11.3%	14.0	14.8	15.7	20.7%	19.5%	
Other tax receipts	2.0	1.1	1.5	4.2	28.0%	3.6%	1.2	1.2	1.3	-32.7%	3.0%	
<b>Transfers received</b>	<b>48.5</b>	<b>52.7</b>	<b>56.6</b>	<b>47.5</b>	<b>-0.7%</b>	<b>85.0%</b>	<b>53.5</b>	<b>54.8</b>	<b>55.3</b>	<b>5.2%</b>	<b>77.5%</b>	
<b>Total receipts</b>	<b>55.6</b>	<b>58.3</b>	<b>67.1</b>	<b>60.6</b>	<b>2.9%</b>	<b>100.0%</b>	<b>68.7</b>	<b>70.8</b>	<b>72.3</b>	<b>6.1%</b>	<b>100.0%</b>	
<b>Payment</b>												
<b>Current payments</b>	<b>61.6</b>	<b>62.3</b>	<b>62.5</b>	<b>54.8</b>	<b>-3.8%</b>	<b>100.0%</b>	<b>65.4</b>	<b>70.5</b>	<b>72.2</b>	<b>9.6%</b>	<b>100.0%</b>	
Compensation of employees	31.2	38.2	40.9	34.8	3.7%	60.2%	42.6	45.6	47.0	10.5%	64.6%	
Goods and services	30.4	24.0	21.6	20.0	-13.0%	39.8%	22.8	24.9	25.2	7.9%	35.4%	
<b>Total payments</b>	<b>61.6</b>	<b>62.3</b>	<b>62.5</b>	<b>54.8</b>	<b>-3.8%</b>	<b>100.0%</b>	<b>65.4</b>	<b>70.5</b>	<b>72.2</b>	<b>9.6%</b>	<b>100.0%</b>	
<b>Net cash flow from investing activities</b>	<b>(3.4)</b>	<b>(1.8)</b>	<b>(0.8)</b>	<b>(5.8)</b>	<b>19.5%</b>	<b>100.0%</b>	<b>(3.3)</b>	<b>(0.3)</b>	<b>(0.1)</b>	<b>-71.3%</b>	<b>100.0%</b>	
Acquisition of property, plant, equipment and intangible assets	(2.4)	(1.0)	(0.2)	(5.8)	33.3%	64.9%	(2.2)	(0.3)	(0.1)	-71.3%	91.9%	
Acquisition of software and other intangible assets	(0.9)	(0.8)	(0.2)	-	-100.0%	24.6%	(1.1)	-	-	-	8.1%	
Other flows from investing activities	-	-	(0.3)	-	-	10.5%	-	-	-	-	-	
<b>Net cash flow from financing activities</b>	<b>(0.2)</b>	<b>(0.4)</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Repayment of finance leases	(0.2)	(0.4)	-	-	-100.0%	-	-	-	-	-	-	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(9.6)</b>	<b>(6.0)</b>	<b>3.8</b>	<b>0.0</b>	<b>-104.4%</b>	<b>-4.4%</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.0)</b>	<b>-257.1%</b>	<b>-</b>	
<b>Statement of financial position</b>												
Carrying value of assets	7.5	7.1	4.4	4.7	-14.2%	48.3%	4.7	4.7	4.9	1.5%	42.6%	
Acquisition of assets	(2.4)	(1.0)	(0.2)	(5.8)	33.3%	100.0%	(2.2)	(0.3)	(0.1)	-71.3%	100.0%	
Inventory	0.1	0.1	0.0	0.0	-13.6%	0.5%	0.0	0.0	0.0	1.5%	0.4%	
Receivables and prepayments	0.5	0.9	0.6	0.0	-58.2%	4.5%	0.0	0.0	0.0	1.5%	0.4%	
Cash and cash equivalents	8.5	2.5	6.3	6.2	-9.8%	46.8%	6.2	6.2	6.5	1.5%	56.6%	
<b>Total assets</b>	<b>16.6</b>	<b>10.5</b>	<b>11.4</b>	<b>11.0</b>	<b>-12.7%</b>	<b>100.0%</b>	<b>11.0</b>	<b>11.0</b>	<b>11.5</b>	<b>1.5%</b>	<b>100.0%</b>	
Accumulated surplus/(deficit)	6.9	0.3	6.9	-	-100.0%	26.2%	-	-	-	-	-	
Capital reserve fund	-	-	-	4.6	-	10.4%	4.6	4.6	4.8	1.5%	41.8%	
Finance lease	0.7	0.4	0.2	0.3	-24.2%	3.1%	0.3	0.3	0.3	1.5%	2.7%	
Trade and other payables	5.5	6.4	4.4	2.0	-28.9%	37.5%	2.0	2.0	2.1	1.5%	18.0%	
Provisions	3.5	3.4	-	4.1	6.2%	22.8%	4.1	4.1	4.3	1.5%	37.6%	
<b>Total equity and liabilities</b>	<b>16.6</b>	<b>10.5</b>	<b>11.4</b>	<b>11.0</b>	<b>-12.7%</b>	<b>100.0%</b>	<b>11.0</b>	<b>11.0</b>	<b>11.5</b>	<b>1.5%</b>	<b>100.0%</b>	

## Personnel information

**Table 39.61 National Consumer Tribunal personnel numbers and cost by salary level**

National Consumer Tribunal	Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment																
	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						
Salary level	Number	Cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
	59	59	78	37.1	0.5	56	34.8	0.6	56	42.6	0.8	56	45.6	0.8	56	47.0	0.8	10.5%	100.0%
1-6	20	20	39	7.0	0.2	17	3.7	0.2	17	4.2	0.2	17	4.5	0.3	17	3.7	0.2	-0.1%	9.5%
7-10	27	27	27	13.1	0.5	27	13.8	0.5	27	18.3	0.7	27	19.6	0.7	27	20.6	0.8	14.5%	42.4%
11-12	4	4	4	3.5	0.9	4	3.9	1.0	4	4.5	1.1	4	4.8	1.2	4	5.1	1.3	9.4%	10.7%
13-16	8	8	8	13.6	1.7	8	13.5	1.7	8	15.7	2.0	8	16.7	2.1	8	17.6	2.2	9.2%	37.4%

1. Rand million.



## National Credit Regulator

### Selected performance indicators

**Table 39.62 National Credit Regulator 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 credit providers investigated/complaints evaluated/compliance monitored/audited/raided on total cost of credit (including credit life) to ensure compliance with regulations per year	Promote increased access to credit through responsible credit granting	Priority 1: A capable, ethical and developmental state	50	143	329	320	420	440	500
Number of credit providers investigated, complaints evaluated/compliance monitored/audited/raided on reckless lending and/or collection of prescribed debt per year	Protect consumers from abuse and unfair practices in the consumer credit market and address over-indebtedness		70	133	339	340	350	400	450
Enforcement action taken on a percentage of credit providers investigated/complaints evaluated/compliance monitored/audited/raided on reckless lending and/or collection of prescribed debt, where necessary, by the end of the financial year	Protect consumers from abuse and unfair practices in the consumer credit market and address over-indebtedness		– <sup>1</sup>	74% (99/133)	94% (280/299)	80%	70%	75%	80%
Number of multimedia awareness campaigns (radio/TV interviews/newsprint/community outreach programmes/social media) conducted on deceptive and unfair practices and consumer rights per year	Protect consumers from abuse and unfair practices in the consumer credit market and address over-indebtedness		35	87	120	120	120	130	140
Number of investigations conducted on hosting credit bureaus relating to data security, the removal of paid-up judgements and adverse consumer credit information per year	Continually enhance consumer credit market regulatory framework		8	14	14	14	3	4	5

1. No historical data available.

### Entity overview

The National Credit Regulator was established in terms of section 12 of the National Credit Amendment Act (2019) and is responsible for regulating the South African credit industry. The regulator is tasked with carrying out education, research, policy development, the registration of industry participants and the investigation of complaints; and ensuring enforcement of the act. Over the medium term, the regulator will implement provisions in the act pertaining to debt intervention in an effort to rehabilitate and promote the financial inclusion of low-income consumers by developing a debt-intervention system and a financial literacy training programme, and assisting consumers who qualify for debt intervention. This will be achieved through conducting: a targeted 500 investigations into the cost of credit, with the target of 85 per cent enforcement action to be taken for noncompliance; and 450 investigations into reckless lending and/or the collection of prescribed debt, with the target of 80 per cent enforcement action to be taken for noncompliance.

Expenditure is expected to increase at an average annual rate of 3.5 per cent, from R159.4 million in 2020/21 to R176.7 million in 2023/24. Compensation of employees accounts for 61.1 per cent (R317.2 million) of expenditure over the medium term. The regulator expects to derive 47 per cent (R248.7 million) of its revenue over the MTEF period through transfers from the department and the remainder through registration fees and interest income.

**Programmes/Objectives/Activities****Table 39.63 National Credit Regulator 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	38.3	49.9	36.4	47.5	7.4%	29.8%	52.8	53.7	50.9	2.3%	30.1%
Promote increased access to credit through responsible credit granting	5.7	16.3	12.1	13.1	32.1%	8.1%	14.0	14.9	15.6	6.0%	8.5%
Protect consumers from abuse and unfair practices in the consumer credit market and address over-indebtedness	30.7	36.7	51.0	51.0	18.4%	28.9%	52.9	52.5	54.8	2.5%	31.1%
Continually enhance the consumer credit market regulatory framework	17.0	19.2	28.7	25.0	13.8%	15.4%	25.6	27.3	28.5	4.4%	15.7%
Ensure effective implementation of the National Credit Act (2005)	26.0	-	-	-	-100.0%	5.1%	-	-	-	-	-
Registration of entities or persons	11.1	18.3	23.3	22.8	27.4%	12.8%	24.1	25.8	26.9	5.7%	14.6%
<b>Total</b>	<b>128.8</b>	<b>140.4</b>	<b>151.5</b>	<b>159.4</b>	<b>7.4%</b>	<b>100.0%</b>	<b>169.4</b>	<b>174.1</b>	<b>176.7</b>	<b>3.5%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 39.64 National Credit Regulator statements of financial performance, cash flow and financial position**

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		
<b>Statement of financial performance</b>											
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>61.5</b>	<b>68.9</b>	<b>77.7</b>	<b>88.1</b>	<b>12.7%</b>	<b>49.0%</b>	<b>88.0</b>	<b>90.9</b>	<b>92.7</b>	<b>1.7%</b>	<b>53.0%</b>
Sale of goods and services other than capital assets	46.1	46.6	49.4	53.6	5.2%	32.6%	52.0	52.0	52.0	-1.0%	30.9%
<i>of which:</i>											
<i>Administrative fees</i>	46.1	46.6	49.4	53.6	5.2%	32.6%	52.0	52.0	52.0	-1.0%	30.9%
Other non-tax revenue	15.5	22.3	28.3	34.5	30.7%	16.5%	36.0	38.9	40.7	5.6%	22.1%
<b>Transfers received</b>	<b>73.1</b>	<b>75.4</b>	<b>86.6</b>	<b>71.3</b>	<b>-0.8%</b>	<b>51.0%</b>	<b>81.4</b>	<b>83.2</b>	<b>84.1</b>	<b>5.7%</b>	<b>47.0%</b>
<b>Total revenue</b>	<b>134.6</b>	<b>144.2</b>	<b>164.3</b>	<b>159.4</b>	<b>5.8%</b>	<b>100.0%</b>	<b>169.4</b>	<b>174.1</b>	<b>176.7</b>	<b>3.5%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>128.8</b>	<b>140.4</b>	<b>151.5</b>	<b>159.4</b>	<b>7.4%</b>	<b>100.0%</b>	<b>169.4</b>	<b>174.1</b>	<b>176.7</b>	<b>3.5%</b>	<b>100.0%</b>
Compensation of employees	84.5	85.3	89.6	98.2	5.1%	61.8%	102.5	104.8	109.9	3.8%	61.1%
Goods and services	35.2	50.0	54.9	55.5	16.4%	33.5%	61.2	63.3	60.6	2.9%	35.4%
Depreciation	9.1	5.1	7.0	5.7	-14.5%	4.7%	5.8	6.0	6.3	3.4%	3.5%
<b>Total expenses</b>	<b>128.8</b>	<b>140.4</b>	<b>151.5</b>	<b>159.4</b>	<b>7.4%</b>	<b>100.0%</b>	<b>169.4</b>	<b>174.1</b>	<b>176.7</b>	<b>3.5%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>5.8</b>	<b>3.8</b>	<b>12.8</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>7.0</b>	<b>2.2</b>	<b>9.3</b>	<b>5.8</b>	<b>-6.3%</b>	<b>100.0%</b>	<b>9.2</b>	<b>7.2</b>	<b>2.0</b>	<b>-29.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>59.0</b>	<b>68.8</b>	<b>77.8</b>	<b>86.0</b>	<b>13.4%</b>	<b>48.6%</b>	<b>85.5</b>	<b>85.7</b>	<b>87.2</b>	<b>0.5%</b>	<b>51.9%</b>
Sales of goods and services other than capital assets	43.9	47.4	49.9	52.7	6.3%	32.5%	52.0	52.0	52.0	-0.4%	31.4%
<i>Administrative fees</i>	43.9	47.4	49.9	52.7	6.3%	32.5%	52.0	52.0	52.0	-0.4%	31.4%
Other tax receipts	15.1	21.5	27.9	33.3	30.1%	16.1%	33.5	33.7	35.2	1.9%	20.4%
<b>Transfers received</b>	<b>73.1</b>	<b>75.4</b>	<b>86.6</b>	<b>71.3</b>	<b>-0.8%</b>	<b>51.4%</b>	<b>81.4</b>	<b>83.2</b>	<b>84.1</b>	<b>5.7%</b>	<b>48.1%</b>
<b>Total receipts</b>	<b>132.1</b>	<b>144.2</b>	<b>164.4</b>	<b>157.2</b>	<b>6.0%</b>	<b>100.0%</b>	<b>167.0</b>	<b>168.9</b>	<b>171.3</b>	<b>2.9%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>124.9</b>	<b>141.8</b>	<b>154.9</b>	<b>151.3</b>	<b>6.6%</b>	<b>99.9%</b>	<b>157.5</b>	<b>161.4</b>	<b>169.0</b>	<b>3.8%</b>	<b>99.9%</b>
Compensation of employees	77.9	85.3	89.6	99.2	8.4%	61.4%	104.5	108.4	113.5	4.6%	66.5%
Goods and services	46.9	56.5	65.3	52.1	3.5%	38.4%	53.0	53.1	55.5	2.1%	33.4%
Interest and rent on land	0.0	-	-	-	-100.0%	-	-	-	-	-	-
<b>Transfers and subsidies</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>5.6%</b>	<b>0.1%</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>4.9%</b>	<b>0.1%</b>
<b>Total payments</b>	<b>125.1</b>	<b>142.0</b>	<b>155.1</b>	<b>151.5</b>	<b>6.6%</b>	<b>100.0%</b>	<b>157.7</b>	<b>161.7</b>	<b>169.3</b>	<b>3.8%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(4.3)</b>	<b>(3.4)</b>	<b>(6.4)</b>	<b>(5.8)</b>	<b>10.3%</b>	<b>100.0%</b>	<b>(5.9)</b>	<b>(6.0)</b>	<b>(6.3)</b>	<b>2.9%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.3)	(1.9)	(1.7)	(1.5)	6.1%	34.5%	(1.6)	(1.3)	(1.4)	-3.4%	23.9%
Investment property	(0.2)	-	-	-	-100.0%	0.9%	-	-	-	-	-
Acquisition of software and other intangible assets	(2.9)	(1.5)	(4.7)	(4.3)	13.9%	64.6%	(4.4)	(4.7)	(4.9)	4.9%	76.1%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>2.7</b>	<b>(1.1)</b>	<b>2.9</b>	<b>0.0</b>	<b>-94.4%</b>	<b>0.8%</b>	<b>3.3</b>	<b>1.2</b>	<b>(4.3)</b>	<b>-2 180.8%</b>	<b>0.1%</b>

**Table 39.64 National Credit Regulator statements of financial performance, cash flow and financial position**

Statement of financial position		Audited outcome			Revised estimate	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		
Carrying value of assets	17.8	15.9	26.6	26.6	14.3%	24.7%	25.5	27.5	28.7	2.6%	27.9%	
Acquisition of assets	(1.3)	(1.9)	(1.7)	(1.5)	6.1%	100.0%	(1.6)	(1.3)	(1.4)	-3.4%	100.0%	
Accrued investment interest	–	0.1	0.1	–	–	0.1%	–	–	–	–	–	
Receivables and prepayments	2.9	2.8	2.8	2.9	0.1%	3.3%	3.3	2.8	2.9	-0.5%	3.1%	
Cash and cash equivalents	64.0	62.9	61.6	61.6	-1.2%	71.9%	68.4	68.0	71.1	4.9%	69.1%	
<b>Total assets</b>	<b>84.8</b>	<b>81.7</b>	<b>91.1</b>	<b>91.2</b>	<b>2.5%</b>	<b>100.0%</b>	<b>97.1</b>	<b>98.3</b>	<b>102.7</b>	<b>4.0%</b>	<b>100.0%</b>	
Accumulated surplus/(deficit)	11.0	14.9	16.9	11.7	2.0%	15.6%	9.0	14.3	14.9	8.4%	12.8%	
Trade and other payables	14.8	9.7	7.9	9.0	-15.2%	12.0%	10.0	8.9	9.3	1.1%	9.6%	
Provisions	7.9	11.1	9.5	10.5	10.2%	11.2%	11.6	10.1	10.6	0.2%	11.0%	
Derivatives financial instruments	51.1	46.0	56.8	60.0	5.5%	61.2%	66.5	65.0	67.9	4.2%	66.6%	
<b>Total equity and liabilities</b>	<b>84.8</b>	<b>81.7</b>	<b>91.1</b>	<b>91.2</b>	<b>2.5%</b>	<b>100.0%</b>	<b>97.1</b>	<b>98.3</b>	<b>102.7</b>	<b>4.0%</b>	<b>100.0%</b>	

### Personnel information

**Table 39.65 National Credit Regulator personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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												
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>National Credit Regulator</b>																			
Salary level	180	187	183	89.6	0.5	183	98.2	0.5	185	102.5	0.6	185	104.8	0.6	184	109.9	0.6	3.8%	100.0%
1 – 6	29	27	29	4.1	0.1	23	5.4	0.2	23	5.5	0.2	23	5.7	0.2	23	5.8	0.3	2.3%	5.4%
7 – 10	50	47	44	14.4	0.3	47	14.6	0.3	47	14.9	0.3	47	15.3	0.3	46	15.0	0.3	1.0%	14.4%
11 – 12	38	44	18	11.5	0.6	21	12.5	0.6	21	12.4	0.6	21	12.8	0.6	21	12.7	0.6	0.5%	12.2%
13 – 16	34	36	23	17.7	0.8	21	20.7	1.0	23	22.8	1.0	23	23.3	1.0	23	25.7	1.1	7.5%	22.2%
17 – 22	29	33	69	41.9	0.6	71	45.0	0.6	71	46.9	0.7	71	47.8	0.7	71	50.6	0.7	4.0%	45.8%

1. Rand million.

### National Empowerment Fund

#### Selected performance indicators

**Table 39.66 National Empowerment Fund 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
Value of approvals by uMnotho Fund per year	Fund management	Priority 2: Economic transformation and job creation	R239m	R317m	R248m	R161m	R282m	R290m	R387m
Value of approvals by iMbewu Fund per year	Fund management		R339m	R161m	R255m	R120m	R216m	R216m	R288m
Value of approvals by the Rural and Community Development Fund per year	Fund management		R13m	R18m	R103m	R49m	R102m	R88m	R117m
Value of approvals by the Strategic Projects Fund per year	Fund management		R44m	R79m	R116m	R45m	– <sup>1</sup>	R81m	R108m
Value of approvals by the Women Empowerment Fund per year	Fund management		R221m	R178m	R252m	R125m	R200m	R225m	R300m
Job opportunities supported per year	Fund management		3 609	3 713	1 378	1 428	3 456	3 326	4 431

1. Indicator discontinued and reintroduced the following year.

#### Entity overview

The National Empowerment Fund was established in terms of the National Empowerment Fund Act (1998) to promote and facilitate BEE and economic transformation. In providing financial and non-financial support to black businesses and structuring accessible retail savings products for black people, the fund is mandated to implement the codes of good practice for BEE. The fund has five core divisions: SMMEs, rural development, venture capital, corporate finance, and women-empowerment funds.

Planned funding approvals are expected to increase from R500 million in 2020/21 to R1.2 billion in 2023/24 through the uMnotho Fund, the iMbewu Fund, the Rural and Community Development Fund, the Strategic

Projects Fund and the Women Empowerment Fund. These funding programmes are expected to support an estimated 11 210 job opportunities over the period ahead by prioritising businesses in labour-absorbing industries such as manufacturing, agro-processing, minerals beneficiation, infrastructure and tourism.

Expenditure is set to increase at an average annual rate of 12.8 per cent, from R260.7 million in 2020/21 to R374 million in 2023/24, mainly due to the implementation of critical funding activities such as non-financial support, turnaround strategies and restructuring initiatives to help businesses recover from the effects of the COVID-19 pandemic. Compensation of employees accounts for 67.8 per cent (R669.7 million) of expenditure over the period ahead. The fund derives its revenue, which is set to increase in line with expenditure, mainly through interest and dividends.

### Programmes/Objectives/Activities

**Table 39.67 National Empowerment Fund 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	474.9	928.9	933.2	260.7	-18.1%	100.0%	314.4	340.0	374.0	12.8%	100.0%
<b>Total</b>	<b>474.9</b>	<b>928.9</b>	<b>933.2</b>	<b>260.7</b>	<b>-18.1%</b>	<b>100.0%</b>	<b>314.4</b>	<b>340.0</b>	<b>374.0</b>	<b>12.8%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.68 National Empowerment Fund 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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>410.3</b>	<b>423.6</b>	<b>365.6</b>	<b>260.7</b>	<b>-14.0%</b>	<b>100.0%</b>	<b>314.7</b>	<b>341.3</b>	<b>374.8</b>	<b>12.9%</b>	<b>100.0%</b>
<i>of which:</i>											
Other non-tax revenue	410.3	423.6	365.6	260.7	-14.0%	100.0%	314.7	341.3	374.8	12.9%	100.0%
<b>Total revenue</b>	<b>410.3</b>	<b>423.6</b>	<b>365.6</b>	<b>260.7</b>	<b>-14.0%</b>	<b>100.0%</b>	<b>314.7</b>	<b>341.3</b>	<b>374.8</b>	<b>12.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>474.9</b>	<b>928.9</b>	<b>933.2</b>	<b>260.7</b>	<b>-18.1%</b>	<b>100.0%</b>	<b>314.3</b>	<b>340.0</b>	<b>374.0</b>	<b>12.8%</b>	<b>100.0%</b>
Compensation of employees	162.6	171.9	138.6	196.5	6.5%	35.7%	211.1	223.1	235.5	6.2%	67.8%
Goods and services	311.3	755.3	792.7	62.9	-41.3%	64.0%	101.9	115.4	136.8	29.6%	31.8%
Depreciation	1.0	1.7	1.9	1.3	7.3%	0.3%	1.4	1.5	1.7	11.1%	0.5%
<b>Total expenses</b>	<b>474.9</b>	<b>928.9</b>	<b>933.2</b>	<b>260.7</b>	<b>-18.1%</b>	<b>100.0%</b>	<b>314.3</b>	<b>340.0</b>	<b>374.0</b>	<b>12.8%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(64.6)</b>	<b>(505.4)</b>	<b>(567.6)</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>1.2</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(231.9)</b>	<b>(125.0)</b>	<b>(11.9)</b>	<b>(140.9)</b>	<b>-15.3%</b>	<b>100.0%</b>	<b>(135.1)</b>	<b>(142.3)</b>	<b>(140.8)</b>	<b>-</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>134.1</b>	<b>172.4</b>	<b>181.5</b>	<b>118.9</b>	<b>-3.9%</b>	<b>100.0%</b>	<b>143.0</b>	<b>152.0</b>	<b>169.0</b>	<b>12.4%</b>	<b>100.0%</b>
Other tax receipts	134.1	172.4	181.5	118.9	-3.9%	100.0%	143.0	152.0	169.0	12.4%	100.0%
<b>Total receipts</b>	<b>134.1</b>	<b>172.4</b>	<b>181.5</b>	<b>118.9</b>	<b>-3.9%</b>	<b>100.0%</b>	<b>143.0</b>	<b>152.0</b>	<b>169.0</b>	<b>12.4%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>366.0</b>	<b>297.4</b>	<b>193.4</b>	<b>259.8</b>	<b>-10.8%</b>	<b>100.0%</b>	<b>278.0</b>	<b>294.3</b>	<b>309.8</b>	<b>6.0%</b>	<b>100.0%</b>
Compensation of employees	162.6	171.9	138.6	196.5	6.5%	62.4%	211.1	223.1	235.5	6.2%	75.8%
Goods and services	203.4	125.5	54.8	63.3	-32.2%	37.6%	67.0	71.1	74.3	5.5%	24.2%
<b>Total payments</b>	<b>366.0</b>	<b>297.4</b>	<b>193.4</b>	<b>259.8</b>	<b>-10.8%</b>	<b>100.0%</b>	<b>278.0</b>	<b>294.3</b>	<b>309.8</b>	<b>6.0%</b>	<b>100.0%</b>
<b>Net cash flow from advancing activities (financial institutions only)</b>	<b>23.4</b>	<b>10.9</b>	<b>415.7</b>	<b>(160.0)</b>	<b>-289.8%</b>	<b>100.0%</b>	<b>295.0</b>	<b>258.5</b>	<b>200.7</b>	<b>-207.8%</b>	<b>100.0%</b>
Loan disbursements	(445.3)	(383.5)	(269.4)	(360.0)	-6.8%	-1 311.2%	(440.7)	(540.0)	(630.0)	20.5%	-111.8%
Loan principal repayments	468.7	379.4	483.6	200.0	-24.7%	1 364.8%	357.0	398.5	430.7	29.1%	91.2%
Other	-	15.0	201.5	-	-	46.4%	378.7	400.0	400.0	-	120.6%
<b>Net cash flow from investing activities</b>	<b>(2.2)</b>	<b>(2.2)</b>	<b>(1.8)</b>	<b>(3.7)</b>	<b>19.0%</b>	<b>100.0%</b>	<b>(6.1)</b>	<b>(5.0)</b>	<b>(4.7)</b>	<b>8.3%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.1)	(2.2)	(1.8)	(2.7)	35.1%	80.7%	(3.2)	(1.5)	(2.2)	-6.6%	50.5%
Acquisition of software and other intangible assets	(1.1)	-	-	(1.0)	-3.1%	19.3%	(2.9)	(3.5)	(2.5)	35.7%	49.5%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(210.7)</b>	<b>(116.3)</b>	<b>402.0</b>	<b>(304.6)</b>	<b>13.1%</b>	<b>-32.7%</b>	<b>153.8</b>	<b>111.2</b>	<b>55.2</b>	<b>-156.6%</b>	<b>-5.1%</b>

**Table 39.68 National Empowerment Fund statements of financial performance, cash flow and financial position**

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
Audited outcome			2020/21				2021/22	2022/23	2023/24		
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	
Carrying value of assets	3.1	3.5	3.5	6.3	26.9%	0.1%	10.8	13.8	16.2	37.3%	0.3%
Acquisition of assets	(1.1)	(2.2)	(1.8)	(2.7)	35.1%	100.0%	(3.2)	(1.5)	(2.2)	-6.6%	100.0%
Investments	2 458.5	1 364.0	925.8	960.5	-26.9%	31.7%	996.8	1 050.8	1 113.8	5.1%	26.8%
Loans	1 359.3	2 027.7	1 718.5	1 816.5	10.1%	40.2%	1 568.9	1 357.9	1 194.2	-13.0%	38.5%
Receivables and prepayments	48.0	51.0	53.2	17.3	-28.9%	1.0%	17.3	17.3	17.3	-	0.4%
Cash and cash equivalents	1 133.8	1 017.5	1 419.5	1 115.0	-0.6%	27.1%	1 268.7	1 380.0	1 435.1	8.8%	33.9%
<b>Total assets</b>	<b>5 002.7</b>	<b>4 463.7</b>	<b>4 120.6</b>	<b>3 915.5</b>	<b>-7.8%</b>	<b>100.0%</b>	<b>3 862.6</b>	<b>3 819.8</b>	<b>3 776.6</b>	<b>-1.2%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	2 253.7	1 748.3	1 180.7	1 179.7	-19.4%	35.7%	1 180.0	1 181.3	1 182.1	0.1%	30.7%
Capital and reserves	2 468.4	2 468.4	2 468.4	2 468.4	-	56.9%	2 468.4	2 468.4	2 468.4	-	64.2%
Capital reserve fund	-	-	440.3	240.3	-	4.2%	200.3	160.3	120.3	-20.6%	4.7%
Trade and other payables	271.4	237.7	21.9	17.9	-59.6%	2.9%	13.9	9.9	5.9	-31.0%	0.3%
Derivatives financial instruments	9.2	9.2	9.2	9.2	-	0.2%	-	-	-	-100.0%	0.1%
<b>Total equity and liabilities</b>	<b>5 002.7</b>	<b>4 463.7</b>	<b>4 120.6</b>	<b>3 915.5</b>	<b>-7.8%</b>	<b>100.0%</b>	<b>3 862.6</b>	<b>3 819.8</b>	<b>3 776.6</b>	<b>-1.2%</b>	<b>100.0%</b>

**Personnel information****Table 39.69 National Empowerment Fund personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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	
National Empowerment Fund		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	175	175	161	138.6	0.9	175	196.5	1.1	195	211.1	1.1	195	223.1	1.1	195	235.5	1.2	6.2%	100.0%
1-6	15	15	15	4.5	0.3	15	4.0	0.3	35	8.5	0.2	35	9.0	0.3	35	11.5	0.3	41.7%	3.7%
7-10	77	77	75	39.3	0.5	77	52.7	0.7	77	55.6	0.7	77	58.6	0.8	77	61.3	0.8	5.2%	26.4%
11-12	48	48	37	39.9	1.1	48	55.2	1.1	48	58.2	1.2	48	61.4	1.3	48	64.1	1.3	5.2%	27.6%
13-16	30	30	29	40.4	1.4	30	56.4	1.9	30	59.4	2.0	30	62.7	2.1	30	65.5	2.2	5.2%	28.2%
17-22	5	5	5	14.4	2.9	5	28.2	5.6	5	29.4	5.9	5	31.5	6.3	5	33.0	6.6	5.4%	14.1%

1. Rand million.

**National Gambling Board****Selected performance indicators****Table 39.70 National Gambling Board 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 broad-based public educational interventions conducted about the risks and socioeconomic impact of gambling per year	Corporate and stakeholder engagement		4	8	13	10	10	10	10
Number of reports on gambling sector performance submitted to the accounting authority per year	Gambling compliance and research division		5	5	5	5	5	5	5
Number of economic analysis and research reports on the impact of gambling submitted to the accounting authority per year	Gambling compliance and research division	Priority 6: Social cohesion and safer communities	-1	-1	4	4	4	4	4
Number of reports on advice provided in terms of section 65 of the National Gambling Act (2004) submitted to the accounting authority per year	Gambling compliance and research division		4	4	4	4	4	4	4
Percentage uptime on functional national registers per year	Gambling Compliance and Research Division		-1	-1	99.95%	95%	95%	95%	95%

1. No historical data available.

### Entity overview

Over the medium term, the National Gambling Board will focus on strengthening its regulatory compliance oversight function in line with the national gambling policy and the National Gambling Act (2004). This is expected to be achieved through monitoring of socio-economic patterns of gambling activities, conducting research on the impact of addictive and compulsive gambling, maintaining a national central electronic monitoring system, national registry of gambling machines and devices, and other prescribed national registers and; conducting broad-based public education and awareness campaigns about the dangers of gambling.

Expenditure is expected to increase at an average annual rate of 12.7 per cent, from R175 million in 2020/21 to R250.8 million in 2023/24. Spending on goods and services accounts for 79.3 per cent (R586.2 million) of expenditure, increasing at an average annual rate of 14.3 per cent, from R133.6 million in 2020/21 to R199.5 million in 2023/24, mainly due to the administration and management of the national central electronic monitoring system.

The board expects to generate 82.7 per cent (R625.5 million) of its revenue over the period ahead from the national central electronic monitoring system, and derive 15.4 per cent (R109.2 million) through transfers from the department. Revenue is set to increase at an average annual rate of 12.6 per cent, from R177.1 million in 2020/21 to R253.1 million in 2023/24.

### Programmes/Objectives/Activities

**Table 39.71 National Gambling Board 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	28.7	29.5	17.5	20.9	-10.0%	16.1%	19.2	20.9	23.2	3.5%	9.5%
Corporate and stakeholder engagement	8.8	12.5	26.9	13.7	15.9%	8.5%	19.7	17.7	18.7	10.9%	7.7%
Compliance and enforcement	3.6	6.3	7.7	7.6	27.9%	3.6%	8.9	9.6	10.3	10.7%	4.0%
Gambling compliance and research division	47.7	175.1	198.9	132.8	40.6%	71.8%	185.4	197.4	198.5	14.4%	78.7%
<b>Total</b>	<b>88.9</b>	<b>223.3</b>	<b>251.0</b>	<b>175.0</b>	<b>25.3%</b>	<b>100.0%</b>	<b>233.3</b>	<b>245.6</b>	<b>250.8</b>	<b>12.7%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.72 National Gambling Board 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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>70.9</b>	<b>209.5</b>	<b>228.5</b>	<b>146.1</b>	<b>27.2%</b>	<b>81.3%</b>	<b>204.2</b>	<b>216.2</b>	<b>216.2</b>	<b>14.0%</b>	<b>84.6%</b>
Sale of goods and services other than capital assets	–	202.0	220.3	140.1	–	61.6%	200.5	212.5	212.5	14.9%	82.7%
<i>of which:</i>											
<i>Sales by market establishment</i>	–	202.0	220.3	140.1	–	61.6%	200.5	212.5	212.5	14.9%	82.7%
Other non-tax revenue	70.9	7.4	8.2	6.0	-56.0%	19.7%	3.7	3.7	3.7	-14.7%	2.0%
<b>Transfers received</b>	<b>31.6</b>	<b>32.6</b>	<b>33.8</b>	<b>31.0</b>	<b>-0.6%</b>	<b>18.7%</b>	<b>35.9</b>	<b>36.5</b>	<b>36.8</b>	<b>5.9%</b>	<b>15.4%</b>
<b>Total revenue</b>	<b>102.5</b>	<b>242.1</b>	<b>262.3</b>	<b>177.1</b>	<b>20.0%</b>	<b>100.0%</b>	<b>240.1</b>	<b>252.7</b>	<b>253.1</b>	<b>12.6%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>88.9</b>	<b>223.3</b>	<b>251.0</b>	<b>175.0</b>	<b>25.3%</b>	<b>100.0%</b>	<b>233.3</b>	<b>245.6</b>	<b>250.8</b>	<b>12.7%</b>	<b>100.0%</b>
Compensation of employees	19.3	25.4	33.7	38.2	25.5%	17.1%	41.3	44.5	48.0	7.9%	19.2%
Goods and services	67.2	195.4	214.2	133.6	25.7%	81.2%	188.7	197.9	199.5	14.3%	79.3%
Depreciation	2.3	2.5	3.2	3.2	11.4%	1.7%	3.2	3.2	3.2	–	1.5%
<b>Total expenses</b>	<b>88.9</b>	<b>223.3</b>	<b>251.0</b>	<b>175.0</b>	<b>25.3%</b>	<b>100.0%</b>	<b>233.3</b>	<b>245.6</b>	<b>250.8</b>	<b>12.7%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>13.7</b>	<b>18.8</b>	<b>11.3</b>	<b>2.1</b>	<b>-46.5%</b>		<b>6.9</b>	<b>7.1</b>	<b>2.3</b>	<b>3.1%</b>	

**Table 39.72 National Gambling Board statements of financial performance, cash flow and financial position**

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		
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>0.4</b>	<b>5.4</b>	<b>16.2</b>	<b>(4.2)</b>	<b>-312.4%</b>	<b>100.0%</b>	<b>7.1</b>	<b>7.8</b>	<b>3.8</b>	<b>-196.4%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>50.8</b>	<b>209.0</b>	<b>235.8</b>	<b>146.1</b>	<b>42.2%</b>	<b>79.5%</b>	<b>204.2</b>	<b>216.2</b>	<b>216.2</b>	<b>14.0%</b>	<b>84.6%</b>
Sales of goods and services other than capital assets	2.2	203.8	224.0	140.1	298.5%	62.3%	200.5	212.5	212.5	14.9%	82.7%
<i>Sales by market establishment</i>	2.2	203.8	224.0	140.1	298.5%	62.3%	200.5	212.5	212.5	14.9%	82.7%
Other tax receipts	48.6	5.3	11.8	6.0	-50.1%	17.2%	3.7	3.7	3.7	-14.7%	2.0%
<b>Transfers received</b>	<b>31.6</b>	<b>32.6</b>	<b>33.8</b>	<b>31.0</b>	<b>-0.6%</b>	<b>20.5%</b>	<b>35.9</b>	<b>36.5</b>	<b>36.8</b>	<b>5.9%</b>	<b>15.4%</b>
<b>Total receipts</b>	<b>82.4</b>	<b>241.6</b>	<b>269.6</b>	<b>177.1</b>	<b>29.0%</b>	<b>100.0%</b>	<b>240.1</b>	<b>252.7</b>	<b>253.1</b>	<b>12.6%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>80.7</b>	<b>236.3</b>	<b>253.4</b>	<b>181.3</b>	<b>31.0%</b>	<b>99.6%</b>	<b>233.1</b>	<b>244.9</b>	<b>249.3</b>	<b>11.2%</b>	<b>100.0%</b>
Compensation of employees	19.4	31.9	33.8	38.2	25.3%	17.9%	41.3	44.5	48.0	7.9%	19.1%
Goods and services	61.3	204.4	219.6	143.2	32.7%	81.7%	191.7	200.4	201.3	12.0%	80.9%
<b>Transfers and subsidies</b>	<b>1.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total payments</b>	<b>82.0</b>	<b>236.3</b>	<b>253.4</b>	<b>181.3</b>	<b>30.3%</b>	<b>100.0%</b>	<b>233.1</b>	<b>244.9</b>	<b>249.3</b>	<b>11.2%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(4.3)</b>	<b>(2.8)</b>	<b>(0.5)</b>	<b>(1.5)</b>	<b>-29.7%</b>	<b>100.0%</b>	<b>(1.2)</b>	<b>(1.2)</b>	<b>(1.2)</b>	<b>-7.2%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.0)	(1.2)	(0.5)	(0.8)	-8.0%	55.4%	(0.4)	(0.4)	(0.4)	-20.5%	38.6%
Acquisition of software and other intangible assets	(3.5)	(1.6)	-	(0.7)	-41.3%	45.6%	(0.8)	(0.8)	(0.8)	4.6%	61.4%
Other flows from investing activities	0.2	-	-	-	-100.0%	-0.9%	-	-	-	-	-
<b>Net cash flow from financing activities</b>	<b>0.4</b>	<b>0.4</b>	<b>0.3</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Deferred income	0.4	0.4	0.3	-	-100.0%	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(3.5)</b>	<b>2.9</b>	<b>16.0</b>	<b>(5.7)</b>	<b>17.4%</b>	<b>0.1%</b>	<b>5.9</b>	<b>6.6</b>	<b>2.6</b>	<b>-176.6%</b>	<b>0.7%</b>
<b>Statement of financial position</b>											
Carrying value of assets	13.0	13.4	10.7	17.2	9.7%	26.9%	17.2	17.2	18.0	1.5%	54.9%
<i>Acquisition of assets</i>	<i>(1.0)</i>	<i>(1.2)</i>	<i>(0.5)</i>	<i>(0.8)</i>	<i>-8.0%</i>	<i>100.0%</i>	<i>(0.4)</i>	<i>(0.4)</i>	<i>(0.4)</i>	<i>-20.5%</i>	<i>100.0%</i>
Inventory	0.0	0.0	0.1	0.0	21.6%	0.1%	0.0	0.0	0.0	1.5%	0.1%
Receivables and prepayments	22.5	22.8	16.0	1.8	-56.7%	23.3%	1.8	1.8	1.9	1.5%	5.8%
Cash and cash equivalents	31.0	33.9	49.9	12.3	-26.5%	49.8%	12.3	12.3	12.8	1.5%	39.2%
<b>Total assets</b>	<b>66.5</b>	<b>70.2</b>	<b>76.7</b>	<b>31.4</b>	<b>-22.2%</b>	<b>100.0%</b>	<b>31.4</b>	<b>31.4</b>	<b>32.8</b>	<b>1.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	30.7	35.6	46.8	12.1	-26.7%	49.1%	12.1	12.1	12.7	1.5%	38.6%
Trade and other payables	33.1	31.4	25.8	18.0	-18.4%	46.4%	18.0	18.0	18.8	1.5%	57.5%
Provisions	2.7	3.2	4.2	1.2	-23.3%	4.5%	1.2	1.2	1.3	1.5%	3.9%
<b>Total equity and liabilities</b>	<b>66.5</b>	<b>70.2</b>	<b>76.7</b>	<b>31.4</b>	<b>-22.2%</b>	<b>100.0%</b>	<b>31.4</b>	<b>31.4</b>	<b>32.8</b>	<b>1.5%</b>	<b>100.0%</b>

**Personnel information****Table 39.73 National Gambling Board personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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 (%) 2020/21 - 2023/24	Average: Salary level/Total (%)				
		2019/20	2020/21	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24										
<b>National Gambling Board</b>		<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>			
Salary level	38	38	33.7	0.9	38	38.2	1.0	38	41.3	1.1	38	44.5	1.2	38	48.0	1.3	7.9%	100.0%	
1-6	4	4	4	1.1	0.3	4	1.2	0.3	4	1.4	0.3	4	1.5	0.4	4	1.6	0.4	7.9%	3.3%
7-10	15	15	15	8.9	0.6	15	10.1	0.7	15	10.9	0.7	15	11.8	0.8	15	12.7	0.8	7.9%	26.5%
11-12	9	9	9	8.2	0.9	9	9.3	1.0	9	10.1	1.1	9	10.9	1.2	9	11.7	1.3	7.9%	24.4%
13-16	10	10	10	15.4	1.5	10	17.5	1.7	10	18.9	1.9	10	20.4	2.0	10	22.0	2.2	7.9%	45.9%

1. Rand million.

## National Lotteries Commission

## Selected performance indicators

Table 39.74 National Lotteries Commission 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
Value of operator ticket sales per year	Grant funding	Priority 6: Social cohesion and safer communities	R6bn	R7.1bn	R7bn	R6.1bn	R6.7bn	R7bn	R7.2bn
Value of National Lottery Distribution Trust Fund grant commitments per year	Grant funding		R1.4bn	R1.3bn	R1.3bn	R1.2m	R1.2bn	R1.2bn	R1.2bn
Actual cash disbursed per year	Grant funding		R2bn	R1.6bn	R1.2bn	R1.bn	R1.bn	R1.bn	R1.bn
Value of contribution to the National Lottery Distribution Trust Fund per year	Grant funding		R1.4bn	R1.6bn	R1.6bn	R1.4bn	R1.5bn	R1.6bn	R1.7bn

## Entity overview

The National Lotteries Commission has a dual mandate to regulate and prohibit lotteries and sports pools and to provide for matters connected therewith and to ensure that funds are distributed equitably and expeditiously to advance the socio-economic well-being of communities in need. Over the MTEF period, the commission will continue to ensure that the integrity of the national lottery is carried out with all due propriety, protection of player participation and ensuring that the distribution for good causes are impacting the communities.

Expenditure is expected to increase at an average annual rate of 7.1 per cent, from R559.3 million in 2020/21 to R687.2 million in 2023/24. Compensation of employees is the commission's main cost driver, increasing at an average annual rate of 5.5 per cent, from R318.9 million in 2020/21 to R374.4 million in 2023/24. The commission expects to derive 99.4 per cent (R2 billion) of its revenue over the period ahead from the national lottery operator.

## Programmes/Objectives/Activities

Table 39.75 National Lotteries Commission 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		
					2017/18 - 2020/21					2020/21 - 2023/24	
Administration	406.2	442.5	463.5	502.4	7.3%	90.8%	522.5	553.6	578.5	4.8%	85.6%
Grant funding	21.8	19.4	89.9	55.8	36.7%	8.8%	95.0	100.7	105.2	23.5%	14.0%
Compliance and regulation	2.5	1.5	2.9	1.1	-24.3%	0.4%	2.9	3.3	3.5	48.2%	0.4%
<b>Total</b>	<b>430.5</b>	<b>463.3</b>	<b>556.3</b>	<b>559.3</b>	<b>9.1%</b>	<b>100.0%</b>	<b>620.3</b>	<b>657.6</b>	<b>687.2</b>	<b>7.1%</b>	<b>100.0%</b>

## Statements of financial performance, cash flow and financial position

Table 39.76 National Lotteries Commission statements of financial performance, cash flow and financial position

Statement of financial performance											
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		
					2017/18 - 2020/21					2020/21 - 2023/24	
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>4.0</b>	<b>4.3</b>	<b>3.6</b>	<b>2.8</b>	<b>-11.2%</b>	<b>0.7%</b>	<b>4.1</b>	<b>4.3</b>	<b>4.4</b>	<b>16.6%</b>	<b>0.6%</b>
Sale of goods and services other than capital assets	2.5	2.5	2.5	2.5	-	0.5%	2.5	2.5	2.6	1.5%	0.4%
of which:											
Administrative fees	2.5	2.5	2.5	2.5	-	0.5%	2.5	2.5	2.6	1.5%	0.4%
Other non-tax revenue	1.5	1.8	1.1	0.3	-41.4%	0.2%	1.6	1.8	1.8	82.7%	0.2%
<b>Transfers received</b>	<b>426.5</b>	<b>459.0</b>	<b>552.8</b>	<b>556.5</b>	<b>9.3%</b>	<b>99.3%</b>	<b>616.2</b>	<b>653.3</b>	<b>682.7</b>	<b>7.1%</b>	<b>99.4%</b>
<b>Total revenue</b>	<b>430.5</b>	<b>463.3</b>	<b>556.3</b>	<b>559.3</b>	<b>9.1%</b>	<b>100.0%</b>	<b>620.3</b>	<b>657.6</b>	<b>687.2</b>	<b>7.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>430.5</b>	<b>463.3</b>	<b>556.3</b>	<b>559.3</b>	<b>9.1%</b>	<b>100.0%</b>	<b>620.3</b>	<b>657.6</b>	<b>687.2</b>	<b>7.1%</b>	<b>100.0%</b>
Compensation of employees	252.9	268.7	302.1	318.9	8.0%	57.0%	338.0	358.3	374.4	5.5%	55.1%
Goods and services	166.6	184.5	247.4	233.3	11.9%	41.2%	274.8	291.4	304.5	9.3%	43.7%
Depreciation	11.0	10.2	6.8	7.1	-13.8%	1.8%	7.5	7.9	8.3	5.5%	1.2%
<b>Total expenses</b>	<b>430.5</b>	<b>463.3</b>	<b>556.3</b>	<b>559.3</b>	<b>9.1%</b>	<b>100.0%</b>	<b>620.3</b>	<b>657.6</b>	<b>687.2</b>	<b>7.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Table 39.76 National Lotteries Commission statements of financial performance, cash flow and financial position**

Statement of financial performance		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		
R million												
<b>Cash flow statement</b>												
<b>Cash flow from operating activities</b>	23.5	52.8	44.8	25.8	3.1%	100.0%	7.3	6.2	9.7	-27.8%	100.0%	
<b>Receipts</b>												
Non-tax receipts	1.3	2.0	1.7	0.5	-27.7%	0.3%	0.5	0.5	0.6	4.9%	0.1%	
Other tax receipts	1.3	2.0	1.7	0.5	-27.7%	0.3%	0.5	0.5	0.6	4.9%	0.1%	
<b>Transfers received</b>	<b>433.3</b>	<b>501.0</b>	<b>583.5</b>	<b>536.5</b>	<b>7.4%</b>	<b>99.7%</b>	<b>573.7</b>	<b>603.4</b>	<b>630.6</b>	<b>5.5%</b>	<b>99.9%</b>	
<b>Total receipts</b>	<b>434.5</b>	<b>502.9</b>	<b>585.2</b>	<b>537.0</b>	<b>7.3%</b>	<b>100.0%</b>	<b>574.2</b>	<b>603.9</b>	<b>631.1</b>	<b>5.5%</b>	<b>100.0%</b>	
<b>Payment</b>												
<b>Current payments</b>	<b>411.0</b>	<b>450.1</b>	<b>540.4</b>	<b>511.2</b>	<b>7.5%</b>	<b>100.0%</b>	<b>567.0</b>	<b>597.7</b>	<b>621.4</b>	<b>6.7%</b>	<b>100.0%</b>	
Compensation of employees	243.7	267.2	293.5	278.2	4.5%	56.8%	292.1	306.3	316.9	4.4%	52.1%	
Goods and services	167.3	182.9	246.9	233.0	11.7%	43.2%	274.8	291.4	304.5	9.3%	47.9%	
<b>Total payments</b>	<b>411.0</b>	<b>450.1</b>	<b>540.4</b>	<b>511.2</b>	<b>7.5%</b>	<b>100.0%</b>	<b>567.0</b>	<b>597.7</b>	<b>621.4</b>	<b>6.7%</b>	<b>100.0%</b>	
<b>Net cash flow from investing activities</b>	<b>(25.8)</b>	<b>(41.3)</b>	<b>(31.3)</b>	<b>(10.6)</b>	<b>-25.7%</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	
Acquisition of property, plant, equipment and intangible assets	(4.5)	(37.0)	(28.9)	(9.1)	26.7%	71.3%	-	-	-	-100.0%	-	
Acquisition of software and other intangible assets	(21.3)	(4.3)	(2.5)	(1.5)	-58.7%	28.8%	-	-	-	-100.0%	-	
Proceeds from the sale of property, plant, equipment and intangible assets	-	-	0.0	-	-	-	-	-	-	-	-	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2.3)</b>	<b>11.5</b>	<b>13.5</b>	<b>15.2</b>	<b>-287.9%</b>	<b>1.8%</b>	<b>7.3</b>	<b>6.2</b>	<b>9.7</b>	<b>-13.8%</b>	<b>1.6%</b>	
<b>Statement of financial position</b>												
Carrying value of assets	145.7	176.6	201.1	176.6	6.6%	87.3%	176.6	176.6	184.6	1.5%	87.6%	
Acquisition of assets	(4.5)	(37.0)	(28.9)	(9.1)	26.7%	100.0%	-	-	-	-100.0%	-	
Receivables and prepayments	3.8	3.6	7.3	3.6	-2.0%	2.2%	3.6	3.6	3.8	1.5%	1.8%	
Cash and cash equivalents	10.0	21.5	35.0	21.5	29.1%	10.5%	21.5	21.5	22.4	1.5%	10.6%	
<b>Total assets</b>	<b>159.5</b>	<b>201.7</b>	<b>243.4</b>	<b>201.7</b>	<b>8.1%</b>	<b>100.0%</b>	<b>201.7</b>	<b>201.7</b>	<b>210.8</b>	<b>1.5%</b>	<b>100.0%</b>	
Deferred income	12.9	10.4	7.9	7.9	-15.1%	5.1%	5.4	2.9	3.0	-27.3%	2.4%	
Trade and other payables	114.2	157.6	193.8	157.6	11.3%	76.9%	157.6	157.6	164.7	1.5%	78.2%	
Provisions	32.3	33.6	41.7	36.1	3.8%	18.0%	38.6	41.1	43.0	6.0%	19.5%	
<b>Total equity and liabilities</b>	<b>159.5</b>	<b>201.7</b>	<b>243.4</b>	<b>201.7</b>	<b>8.1%</b>	<b>100.0%</b>	<b>201.7</b>	<b>201.7</b>	<b>210.8</b>	<b>1.5%</b>	<b>100.0%</b>	

**Personnel information****Table 39.77 National Lotteries Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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	
<b>National Lotteries Commission</b>	<b>316</b>	<b>316</b>	<b>316</b>		<b>302.1</b>	<b>1.0</b>		<b>316</b>	<b>318.9</b>		<b>1.0</b>	<b>316</b>		<b>338.0</b>	<b>1.1</b>	<b>316</b>	<b>358.3</b>		<b>1.1</b>
<b>Salary level</b>	<b>316</b>	<b>316</b>	<b>316</b>	<b>302.1</b>	<b>1.0</b>	<b>316</b>	<b>318.9</b>	<b>1.0</b>	<b>316</b>	<b>338.0</b>	<b>1.1</b>	<b>316</b>	<b>358.3</b>	<b>1.1</b>	<b>316</b>	<b>374.4</b>	<b>1.2</b>	<b>5.5%</b>	<b>100.0%</b>
1 – 6	26	26	26	5.0	0.2	26	5.4	0.2	26	5.8	0.2	26	6.2	0.2	26	6.7	0.3	7.9%	1.7%
7 – 10	58	58	58	30.1	0.5	58	31.4	0.5	58	33.4	0.6	58	35.4	0.6	58	36.8	0.6	5.5%	9.9%
11 – 12	146	146	146	120.6	0.8	146	127.4	0.9	146	134.6	0.9	146	142.5	1.0	146	148.9	1.0	5.3%	39.8%
13 – 16	80	80	80	121.2	1.5	80	127.4	1.6	80	134.8	1.7	80	142.7	1.8	80	148.9	1.9	5.3%	39.9%
17 – 22	6	6	6	25.2	4.2	6	27.3	4.6	6	29.5	4.9	6	31.4	5.2	6	33.1	5.5	6.6%	8.7%

1. Rand million.

## National Metrology Institute of South Africa

## Selected performance indicators

Table 39.78 National Metrology Institute of 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 new and improved national measurement standards, reference materials and reference methods produced per year	Keep, maintain and disseminate national measurements	Priority 1: A capable, ethical and developmental state	15	19	21	17	17	19	19
Number of memberships maintained and active participation in the International Committee for Weights and Measures and its consultative committees per year	Keep, maintain and disseminate national measurements	Priority 7: A better Africa and world	9	10	10	10	10	10	10
Number of courses provided, including for SMMEs, per year	Keep, maintain and disseminate national measurements	Priority 3: Education, skills and health	14	22	18	14	20	43	43
Number of accredited laboratories and new laboratory accreditations per year	Keep, maintain and disseminate national measurements	Priority 1: A capable, ethical and developmental state	20	21	23	24	24	25	25
Number of metrologists trained per year	Keep, maintain and disseminate national measurements	Priority 3: Education, skills and health	146	152	120	60	96	246	261
Number of base units of the International System of Units realised per year	Keep, maintain and disseminate national measurements	Priority 1: A capable, ethical and developmental state	-1	-1	6	6	6	6	6

1. No historical data available.

## Entity overview

The National Metrology Institute of South Africa is mandated by the Measurement Units and Measurement Standards Act (2006) to ensure that South Africa has a scientifically valid and internationally comparable and accepted measurement system, and that the international system of units is correctly applied. Without this measurement infrastructure, it is difficult to manufacture to international specifications and ensure the integrity of export and import commodities.

The institute's expenditure is expected to increase at an average annual rate of 6.9 per cent, from R210.6 million in 2020/21 to R257 million in 2023/24, with compensation of employees accounting for an estimated 64.5 per cent (R477.1 million) of operational spending over the medium term. The institute expects to derive 88.2 per cent (R806.5 million) of its revenue over the MTEF period through transfers from the department and the remainder from rendering of services and interest income. Revenue is expected to increase at an average annual rate of 6.8 per cent, from R255.8 million in 2020/21 to R311.9 million in 2023/24.

## Programmes/Objectives/Activities

Table 39.79 National Metrology Institute of South Africa 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	74.4	76.4	71.2	97.6	9.5%	35.0%	103.2	109.7	115.6	5.8%	45.2%
Keep, maintain and disseminate national measurements	149.9	170.9	169.1	113.0	-9.0%	65.0%	127.8	134.9	141.4	7.8%	54.8%
<b>Total</b>	<b>224.3</b>	<b>247.3</b>	<b>240.3</b>	<b>210.6</b>	<b>-2.1%</b>	<b>100.0%</b>	<b>231.0</b>	<b>244.7</b>	<b>257.0</b>	<b>6.9%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 39.80 National Metrology Institute of South Africa statements of financial performance, cash flow and financial position**

Statement of financial performance				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	
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>31.5</b>	<b>34.7</b>	<b>39.0</b>	<b>32.5</b>	<b>1.0%</b>	<b>12.6%</b>	<b>34.3</b>	<b>35.2</b>	<b>35.7</b>	<b>3.2%</b>	<b>11.8%</b>
Sale of goods and services other than capital assets	16.4	21.4	21.8	19.5	6.0%	7.3%	24.8	26.2	27.6	12.3%	8.4%
<i>Sales by market establishment</i>	<i>16.4</i>	<i>21.4</i>	<i>21.8</i>	<i>19.5</i>	<i>6.0%</i>	<i>7.3%</i>	<i>24.8</i>	<i>26.2</i>	<i>27.6</i>	<i>12.3%</i>	<i>8.4%</i>
Other non-tax revenue	15.1	13.3	17.1	13.0	-4.9%	5.4%	9.5	9.0	8.1	-14.5%	3.5%
<b>Transfers received</b>	<b>252.8</b>	<b>232.8</b>	<b>245.3</b>	<b>223.3</b>	<b>-4.1%</b>	<b>87.4%</b>	<b>261.7</b>	<b>268.6</b>	<b>276.2</b>	<b>7.3%</b>	<b>88.2%</b>
<b>Total revenue</b>	<b>284.3</b>	<b>267.5</b>	<b>284.3</b>	<b>255.8</b>	<b>-3.5%</b>	<b>100.0%</b>	<b>296.0</b>	<b>303.8</b>	<b>311.9</b>	<b>6.8%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>224.3</b>	<b>247.3</b>	<b>240.3</b>	<b>210.6</b>	<b>-2.1%</b>	<b>100.0%</b>	<b>231.0</b>	<b>244.7</b>	<b>257.0</b>	<b>6.9%</b>	<b>100.0%</b>
Compensation of employees	114.6	123.4	121.4	131.9	4.8%	53.5%	150.6	158.9	167.6	8.3%	64.5%
Goods and services	75.0	80.7	81.1	78.7	1.6%	34.3%	80.4	85.8	89.3	4.3%	35.5%
Depreciation	34.7	43.2	37.8	-	-100.0%	12.2%	-	-	-	-	-
Interest, dividends and rent on land	-	-	0.0	-	-	-	-	-	-	-	-
<b>Total expenses</b>	<b>224.3</b>	<b>247.3</b>	<b>240.3</b>	<b>210.6</b>	<b>-2.1%</b>	<b>100.0%</b>	<b>231.0</b>	<b>244.7</b>	<b>257.0</b>	<b>6.9%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>60.0</b>	<b>20.2</b>	<b>44.0</b>	<b>45.2</b>	<b>-9.0%</b>		<b>65.0</b>	<b>59.1</b>	<b>55.0</b>	<b>6.8%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>86.8</b>	<b>74.2</b>	<b>53.4</b>	<b>45.2</b>	<b>-19.6%</b>	<b>100.0%</b>	<b>65.0</b>	<b>59.1</b>	<b>55.0</b>	<b>6.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>27.7</b>	<b>33.6</b>	<b>36.7</b>	<b>32.5</b>	<b>5.5%</b>	<b>12.0%</b>	<b>34.3</b>	<b>35.2</b>	<b>35.7</b>	<b>3.2%</b>	<b>11.8%</b>
Sale of goods and services other than capital assets	12.7	20.2	19.7	19.5	15.3%	6.7%	24.8	26.2	27.6	12.3%	8.4%
<i>Sales by market establishment</i>	<i>12.7</i>	<i>20.2</i>	<i>19.7</i>	<i>19.5</i>	<i>15.3%</i>	<i>6.7%</i>	<i>24.8</i>	<i>26.2</i>	<i>27.6</i>	<i>12.3%</i>	<i>8.4%</i>
Other tax receipts	15.0	13.3	17.0	13.0	-4.6%	5.4%	9.5	9.0	8.1	-14.5%	3.5%
<b>Transfers received</b>	<b>252.8</b>	<b>232.8</b>	<b>245.3</b>	<b>223.3</b>	<b>-4.1%</b>	<b>88.0%</b>	<b>261.7</b>	<b>268.6</b>	<b>276.2</b>	<b>7.3%</b>	<b>88.2%</b>
<b>Total receipts</b>	<b>280.5</b>	<b>266.3</b>	<b>282.0</b>	<b>255.8</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>296.0</b>	<b>303.8</b>	<b>311.9</b>	<b>6.8%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>193.7</b>	<b>192.2</b>	<b>228.7</b>	<b>210.6</b>	<b>2.8%</b>	<b>100.0%</b>	<b>231.0</b>	<b>244.7</b>	<b>257.0</b>	<b>6.9%</b>	<b>100.0%</b>
Compensation of employees	106.8	121.6	126.1	131.9	7.3%	59.0%	150.6	158.9	167.6	8.3%	64.5%
Goods and services	86.9	70.5	102.6	78.7	-3.2%	41.0%	80.4	85.8	89.3	4.3%	35.5%
<b>Total payments</b>	<b>193.7</b>	<b>192.2</b>	<b>228.7</b>	<b>210.6</b>	<b>2.8%</b>	<b>100.0%</b>	<b>231.0</b>	<b>244.7</b>	<b>257.0</b>	<b>6.9%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(95.7)</b>	<b>(83.6)</b>	<b>(71.3)</b>	<b>(45.2)</b>	<b>-22.1%</b>	<b>100.0%</b>	<b>(65.0)</b>	<b>(59.1)</b>	<b>(55.0)</b>	<b>6.8%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(95.2)	(80.9)	(73.1)	(44.5)	-22.4%	99.3%	(64.3)	(58.4)	(54.3)	6.9%	98.8%
Acquisition of software and other intangible assets	(1.1)	(2.7)	(1.3)	(0.7)	-15.9%	1.9%	(0.7)	(0.7)	(0.7)	1.4%	1.2%
Proceeds from the sale of property, plant, equipment and intangible assets	-	0.0	3.1	-	-	-1.1%	-	-	-	-	-
Other flows from investing activities	0.7	-	-	-	-100.0%	-0.2%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(8.8)</b>	<b>(9.4)</b>	<b>(18.0)</b>	<b>(0.0)</b>	<b>-100.0%</b>	<b>-3.8%</b>	<b>-</b>	<b>0.0</b>	<b>0.0</b>	<b>-244.2%</b>	<b>-</b>
<b>Statement of financial position</b>											
Carrying value of assets	406.2	445.1	478.3	45.2	-51.9%	76.0%	65.0	59.1	55.0	6.8%	100.0%
<i>Acquisition of assets</i>	<i>(95.2)</i>	<i>(80.9)</i>	<i>(73.1)</i>	<i>(44.5)</i>	<i>-22.4%</i>	<i>100.0%</i>	<i>(64.3)</i>	<i>(58.4)</i>	<i>(54.3)</i>	<i>6.9%</i>	<i>100.0%</i>
Investments	-	0.6	0.6	-	-	-	-	-	-	-	-
Inventory	0.2	5.1	8.6	-	-100.0%	0.5%	-	-	-	-	-
Receivables and prepayments	22.8	18.0	33.1	-	-100.0%	2.8%	-	-	-	-	-
Cash and cash equivalents	189.9	180.5	162.5	-	-100.0%	20.6%	-	-	-	-	-
<b>Total assets</b>	<b>619.0</b>	<b>649.3</b>	<b>683.1</b>	<b>45.2</b>	<b>-58.2%</b>	<b>100.0%</b>	<b>65.0</b>	<b>59.1</b>	<b>55.0</b>	<b>6.8%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	585.6	605.8	649.9	45.2	-57.4%	95.8%	65.0	59.1	55.0	6.8%	100.0%
Trade and other payables	10.6	17.7	16.9	-	-100.0%	1.7%	-	-	-	-	-
Provisions	22.8	25.7	16.3	-	-100.0%	2.5%	-	-	-	-	-
<b>Total equity and liabilities</b>	<b>619.0</b>	<b>649.3</b>	<b>683.1</b>	<b>45.2</b>	<b>-58.2%</b>	<b>100.0%</b>	<b>65.0</b>	<b>59.1</b>	<b>55.0</b>	<b>6.8%</b>	<b>100.0%</b>

**Personnel information****Table 39.81 National Metrology Institute of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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									Average growth rate (%)	Average: Salary level/Total (%)		
		Number	Cost	Unit cost	Number	Cost	Unit cost	2021/22			2022/23			2023/24						
National Metrology Institute of South Africa		184	230	181	121.4	0.7	184	131.9	0.7	184	150.6	0.8	184	158.9	0.9	184	167.6	0.9	8.3%	100.0%
Salary level																				
1 – 6	24	24	24	3.3	0.1	24	3.6	0.2	24	4.1	0.2	24	4.4	0.2	24	4.6	0.2	8.3%	2.7%	
7 – 10	103	131	100	54.8	0.5	103	61.2	0.6	103	69.9	0.7	103	73.8	0.7	103	77.8	0.8	8.3%	46.4%	
11 – 12	31	48	31	28.3	0.9	31	29.9	1.0	31	34.2	1.1	31	36.1	1.2	31	38.0	1.2	8.3%	22.7%	
13 – 16	25	26	25	32.5	1.3	25	34.4	1.4	25	39.3	1.6	25	41.4	1.7	25	43.7	1.7	8.3%	26.1%	
17 – 22	1	1	1	2.6	2.6	1	2.7	2.7	1	3.1	3.1	1	3.3	3.3	1	3.5	3.5	8.3%	2.1%	

1. Rand million.

**National Regulator for Compulsory Specifications****Selected performance indicators****Table 39.82 National Regulator for Compulsory Specifications 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 inspections performed in accordance with compulsory specifications and procedures per year	Maximise compliance with all specifications and technical regulations	Priority 1: A capable, ethical and developmental state	21 446	20 828	21 552	21 600	21 920	22 430	22 430
Percentage of inspections conducted on locally produced, imported and exported canned fishery and meat product consignments per year	Maximise compliance with all specifications and technical regulations		100% (27 389)	100% (27 660)	100% (27 684)	100%	100%	100%	100%
Number of inspections conducted on locally produced frozen products, and fishery and canned meat processing factories and vessels per year	Maximise compliance with all specifications and technical regulations		2 130	2 088	2 150	2 100	2 110	2 123	2 123
Percentage of gaming approval applications processed within set timeframes per year	Maximise compliance with all specifications and technical regulations		77% (735/952)	96% (836/870)	99.9% (759/760)	100%	100%	100%	100%
Percentage of approval applications processed within set timeframes per year	Maximise compliance with all specifications and technical regulations		81% (11 411/ 14 148)	79% (14 002/ 17 656)	91% (15 187/ 16 542)	95%	95%	95%	95%
Number of compulsory specifications/technical regulations (new and amended) submitted to the department per year	Develop, maintain and administer compulsory specifications and technical regulations		5	12	10	12	12	12	12

**Entity overview**

The National Regulator for Compulsory Specifications was established in terms of the Measurement Units and Measurement Standards Act (2006) to administer compulsory specifications, otherwise known as technical regulations. The regulator aims to protect the health and safety of the public and the environment by administering and maintaining compulsory specifications, implementing a regulatory and compliance system, and engaging in market surveillance to ensure compliance. Over the medium term, the regulator will focus on implementing its new strategy, which was developed to regulate the processed meat industry to curb future outbreaks of listeria monocytogenes food poisoning caused by contaminated processed meats.

Expenditure is expected to increase at an average annual rate of 6.4 per cent, from R527.4 million in 2020/21 to R634.6 million in 2023/24. Compensation of employees accounts for 76.5 per cent (R1.4 billion) of expenditure over the medium term. Levies charged to manufacturers constitute an estimated 70.3 per cent (R1.3 billion) of

the regulator's revenue over the period ahead, with the remainder derived through transfers from the department. Revenue is expected to increase at an average annual rate of 13.5 per cent, from R433.6 million in 2020/21 to R634.6 million in 2023/24, mainly due to a projected recovery from the economic impact of the COVID-19 pandemic.

### Programmes/Objectives/Activities

**Table 39.83 National Regulator for Compulsory Specifications expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2017/18	2018/19	2019/20		2017/18 - 2020/21	Average: Expenditure/Total (%)	2021/22	2022/23	2023/24	2020/21 - 2023/24	Average: Expenditure/Total (%)
Administration	42.2	47.1	49.4	62.1	13.7%	10.9%	64.9	67.9	70.9	4.5%	11.5%
Maximise compliance with all specifications and technical regulations	232.3	264.3	290.7	358.9	15.6%	62.2%	371.7	420.6	439.6	7.0%	68.6%
Develop, maintain and administer compulsory specifications and technical regulations	7.4	9.0	9.0	11.7	16.4%	2.0%	11.7	12.7	13.2	4.1%	2.1%
Inform and educate stakeholders on the regulator's mandate	6.2	7.3	7.0	16.3	38.2%	1.9%	16.0	16.8	17.5	2.5%	2.9%
Ensure an optimally capacitated institution	58.3	235.2	79.1	78.4	10.4%	22.9%	82.6	89.4	93.4	6.0%	14.9%
<b>Total</b>	<b>346.4</b>	<b>562.8</b>	<b>435.2</b>	<b>527.4</b>	<b>15.0%</b>	<b>100.0%</b>	<b>547.0</b>	<b>607.3</b>	<b>634.6</b>	<b>6.4%</b>	<b>100.0%</b>

### Statements of financial performance, cash flow and financial position

**Table 39.84 National Regulator for Compulsory Specifications statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2017/18	2018/19	2019/20		2017/18 - 2020/21	Average: Expenditure/Total (%)	2021/22	2022/23	2023/24	2020/21 - 2023/24	Average: Expenditure/Total (%)
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>302.2</b>	<b>291.2</b>	<b>353.0</b>	<b>307.5</b>	<b>0.6%</b>	<b>69.8%</b>	<b>402.9</b>	<b>459.8</b>	<b>485.6</b>	<b>16.5%</b>	<b>74.2%</b>
Sale of goods and services other than capital assets	281.8	267.4	325.6	294.7	1.5%	65.2%	389.3	428.6	453.0	15.4%	70.3%
<i>of which:</i>											
<i>Sales by market establishment</i>	281.8	267.4	325.6	294.7	1.5%	65.2%	389.3	428.6	453.0	15.4%	70.3%
Other non-tax revenue	20.3	23.7	27.4	12.7	-14.4%	4.7%	13.6	31.2	32.6	36.8%	3.9%
<b>Transfers received</b>	<b>128.7</b>	<b>146.1</b>	<b>139.5</b>	<b>126.1</b>	<b>-0.7%</b>	<b>30.2%</b>	<b>144.1</b>	<b>147.6</b>	<b>149.0</b>	<b>5.7%</b>	<b>25.8%</b>
<b>Total revenue</b>	<b>430.9</b>	<b>437.3</b>	<b>492.5</b>	<b>433.6</b>	<b>0.2%</b>	<b>100.0%</b>	<b>547.0</b>	<b>607.3</b>	<b>634.6</b>	<b>13.5%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>346.4</b>	<b>562.8</b>	<b>435.2</b>	<b>527.4</b>	<b>15.0%</b>	<b>100.0%</b>	<b>547.0</b>	<b>607.3</b>	<b>634.6</b>	<b>6.4%</b>	<b>100.0%</b>
Compensation of employees	280.3	306.8	335.5	413.0	13.8%	72.7%	422.4	456.3	476.9	4.9%	76.5%
Goods and services	60.9	249.8	92.6	107.0	20.7%	25.9%	118.4	144.5	151.0	12.2%	22.4%
Depreciation	5.1	6.2	7.0	7.1	11.8%	1.4%	5.9	6.2	6.5	-2.8%	1.1%
Interest, dividends and rent on land	0.2	-	0.1	0.3	12.1%	-	0.3	0.3	0.3	4.8%	-
<b>Total expenses</b>	<b>346.4</b>	<b>562.8</b>	<b>435.2</b>	<b>527.4</b>	<b>15.0%</b>	<b>100.0%</b>	<b>547.0</b>	<b>607.3</b>	<b>634.6</b>	<b>6.4%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>84.5</b>	<b>(125.5)</b>	<b>57.4</b>	<b>(93.8)</b>	<b>-203.5%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>61.7</b>	<b>45.4</b>	<b>97.8</b>	<b>(44.7)</b>	<b>-189.8%</b>	<b>100.0%</b>	<b>4.9</b>	<b>5.1</b>	<b>0.1</b>	<b>-113.3%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>261.6</b>	<b>310.0</b>	<b>316.4</b>	<b>369.7</b>	<b>12.2%</b>	<b>69.7%</b>	<b>365.0</b>	<b>374.0</b>	<b>390.8</b>	<b>1.9%</b>	<b>72.6%</b>
Sales of goods and services other than capital assets	237.2	300.0	294.8	352.5	14.1%	65.6%	360.0	370.0	386.7	3.1%	71.1%
<i>Sales by market establishment</i>	237.2	300.0	294.8	352.5	14.1%	65.6%	360.0	370.0	386.7	3.1%	71.1%
Other tax receipts	24.4	10.0	21.5	17.2	-10.9%	4.2%	5.0	4.0	4.2	-37.6%	1.5%
<b>Transfers received</b>	<b>128.7</b>	<b>146.1</b>	<b>139.5</b>	<b>126.1</b>	<b>-0.7%</b>	<b>30.3%</b>	<b>144.1</b>	<b>147.6</b>	<b>149.0</b>	<b>5.7%</b>	<b>27.4%</b>
<b>Total receipts</b>	<b>390.4</b>	<b>456.1</b>	<b>455.9</b>	<b>495.8</b>	<b>8.3%</b>	<b>100.0%</b>	<b>509.1</b>	<b>521.6</b>	<b>539.8</b>	<b>2.9%</b>	<b>100.0%</b>

**Table 39.84 National Regulator for Compulsory Specifications statements of financial performance, cash flow and financial position**

Statement of financial performance				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		
R million	2017/18	2018/19	2019/20	2020/21	2017/18	2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	
<b>Payment</b>											
<b>Current payments</b>	<b>328.6</b>	<b>410.7</b>	<b>358.0</b>	<b>540.5</b>	<b>18.0%</b>	<b>100.0%</b>	<b>504.2</b>	<b>516.5</b>	<b>539.7</b>	–	<b>100.0%</b>
Compensation of employees	269.9	314.2	267.3	419.2	15.8%	77.7%	400.0	410.0	428.5	0.7%	78.9%
Goods and services	58.7	96.5	90.7	121.0	27.3%	22.3%	104.2	106.5	111.3	-2.8%	21.1%
Interest and rent on land	–	–	–	0.3	–	–	–	–	–	-100.0%	–
<b>Total payments</b>	<b>328.6</b>	<b>410.7</b>	<b>358.0</b>	<b>540.5</b>	<b>18.0%</b>	<b>100.0%</b>	<b>504.2</b>	<b>516.5</b>	<b>539.7</b>	–	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(3.1)</b>	<b>(5.0)</b>	<b>(8.0)</b>	<b>(66.0)</b>	<b>176.6%</b>	<b>100.0%</b>	<b>(41.0)</b>	<b>(10.6)</b>	<b>(11.1)</b>	<b>-44.8%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(3.1)	(3.0)	(7.4)	(36.0)	126.0%	76.6%	(26.0)	(5.6)	(5.9)	-45.4%	55.9%
Acquisition of software and other intangible assets	–	(2.0)	(0.7)	(30.0)	–	23.4%	(15.0)	(5.0)	(5.2)	-44.2%	44.1%
<b>Net cash flow from financing activities</b>	<b>(1.0)</b>	<b>–</b>	<b>(22.9)</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Borrowing activities	–	–	(22.7)	–	–	–	–	–	–	–	–
Repayment of finance leases	(1.0)	–	(0.2)	–	-100.0%	–	–	–	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>57.6</b>	<b>40.4</b>	<b>66.9</b>	<b>(110.7)</b>	<b>-224.3%</b>	<b>4.5%</b>	<b>(36.1)</b>	<b>(5.5)</b>	<b>(11.0)</b>	<b>-53.7%</b>	<b>-7.6%</b>
<b>Statement of financial position</b>											
Carrying value of assets	22.1	27.1	33.4	94.2	62.1%	11.3%	96.1	97.6	102.0	2.7%	26.9%
Acquisition of assets	(3.1)	(3.0)	(7.4)	(36.0)	126.0%	100.0%	(26.0)	(5.6)	(5.9)	-45.4%	100.0%
Investments	0.3	0.3	0.3	0.3	–	0.1%	0.3	0.3	0.4	3.3%	0.1%
Receivables and prepayments	72.7	72.7	109.2	120.1	18.2%	23.6%	102.1	91.9	96.0	-7.2%	28.3%
Cash and cash equivalents	286.6	286.6	297.3	163.4	-17.1%	65.0%	129.4	175.0	182.9	3.8%	44.7%
<b>Total assets</b>	<b>381.8</b>	<b>386.8</b>	<b>440.2</b>	<b>378.0</b>	<b>-0.3%</b>	<b>100.0%</b>	<b>327.9</b>	<b>364.8</b>	<b>381.2</b>	<b>0.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	300.9	305.9	347.7	295.4	-0.6%	78.8%	257.4	299.0	312.4	1.9%	80.1%
Accrued interest	0.9	–	–	–	-100.0%	0.1%	–	–	–	–	–
Trade and other payables	18.9	18.9	67.3	25.0	9.7%	7.9%	12.6	12.6	13.1	-19.3%	4.3%
Provisions	61.1	62.0	25.3	57.6	-1.9%	13.3%	58.0	53.3	55.7	-1.1%	15.5%
<b>Total equity and liabilities</b>	<b>381.8</b>	<b>386.8</b>	<b>440.2</b>	<b>378.0</b>	<b>-0.3%</b>	<b>100.0%</b>	<b>327.9</b>	<b>364.8</b>	<b>381.2</b>	<b>0.3%</b>	<b>100.0%</b>

**Personnel information****Table 39.85 National Regulator for Compulsory Specifications personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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			
National Regulator for Compulsory Specifications		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	378	378	316	335.5	1.1	378	413.0	1.1	380	422.4	1.1	391	456.3	1.2	392	476.9	1.2	4.9%	100.0%
1 – 6	12	12	9	0.8	0.1	12	4.7	0.4	12	5.0	0.4	12	5.3	0.4	12	5.5	0.5	5.1%	1.2%
7 – 10	37	37	29	18.2	0.6	37	25.0	0.7	37	26.1	0.7	37	27.6	0.7	37	28.5	0.8	4.4%	6.1%
11 – 12	105	105	75	59.7	0.8	105	73.2	0.7	105	76.3	0.7	105	80.6	0.8	105	83.3	0.8	4.4%	17.7%
13 – 16	224	224	203	256.8	1.3	224	310.1	1.4	226	315.1	1.4	237	342.8	1.4	238	359.6	1.5	5.1%	75.0%

1. Rand million.

## Small Enterprise Finance Agency

### Selected performance indicators

**Table 39.86 Small Enterprise Finance 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
Value of finance approved to SMMEs and cooperatives per year	Job creation through supporting SMMEs and cooperatives	Priority 2: Economic transformation and job creation	R446m	R703m	R1.4bn	R2.7bn	R2bn	R2.3bn	R2.3bn
Value of finance disbursed to SMMEs and cooperatives per year	Job creation through supporting SMMEs and cooperatives		R1.3bn	R1.2bn	R1.3bn	R2bn	R2.3bn	R1.8bn	R1.7bn
Number of SMMEs and cooperatives financed per year	Jobs creation through supporting SMMEs and cooperatives		45 141	72 897	74 472	106 883	185 320	192 161	208 229
Number of jobs created per year	Jobs creation through supporting SMMEs and cooperatives		54 389	88 632	87 828	164 210	195 716	198 218	212 628

### Entity overview

The Small Enterprise Finance Agency was established in April 2012 and combines the small business operations of Khula Enterprise Finance, the South African Micro-Finance Apex Fund and the small business component of the Industrial Development Corporation. The agency is a wholly owned subsidiary of the Industrial Development Corporation and derives its mandate from the Industrial Development Act (1940), particularly the objectives related to the development of SMMEs.

Over the medium term, the agency will focus on implementing economic recovery programmes, and will continue to manage COVID-19 relief programmes such as the SMME Debt Relief Fund and the business growth/resilience facility. The SMME Debt Relief Fund seeks to assist small businesses that have been negatively affected by the COVID-19 pandemic. The business growth/resilience facility funds the production or supply of health care and related products that are used to combat the spread of COVID-19. As a result, the agency expects to approve R6.6 billion in finance over the medium term for SMMEs and cooperatives, and disburse R5.8 billion.

Expenditure is set to decrease at an average annual rate of 17.1 per cent, from R2 billion in 2020/21 to R1.2 billion in 2023/24. This is mainly due to lower grant expenses recognized and various cost reduction initiatives. Transfers from the department account for an estimated 74.5 per cent (R2.1 billion) of the agency's revenue over the medium term, with the remainder generated by interest on loans and advances to clients, fees on loans, property and rentals. Revenue is expected to decrease at an average annual rate of 12.5 per cent, from R1.8 billion in 2020/21 to R1.2 billion in 2023/24.

### Programmes/Objectives/Activities

**Table 39.87 Small Enterprise Finance Agency 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	–	–	–	–	–	–	–	–	–	–	–
Job creation through supporting SMMEs and cooperatives	506.8	482.0	630.1	2 034.2	58.9%	100.0%	1 317.1	1 188.2	1 158.9	-17.1%	100.0%
<b>Total</b>	<b>506.8</b>	<b>482.0</b>	<b>630.1</b>	<b>2 034.2</b>	<b>58.9%</b>	<b>100.0%</b>	<b>1 317.1</b>	<b>1 188.2</b>	<b>1 158.9</b>	<b>-17.1%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 39.88 Small Enterprise Finance Agency statements of financial performance, cash flow and financial position**

Statement of financial performance											
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	2017/18 - 2020/21	2021/22	2022/23	2023/24	2020/21 - 2023/24	
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>210.5</b>	<b>185.9</b>	<b>176.8</b>	<b>193.0</b>	<b>-2.9%</b>	<b>28.9%</b>	<b>257.1</b>	<b>324.0</b>	<b>347.2</b>	<b>21.6%</b>	<b>25.5%</b>
Sale of goods and services other than capital assets	86.4	69.4	66.2	83.8	-1.0%	11.4%	86.2	131.3	126.2	14.6%	9.6%
<i>of which:</i>											
Other sales	86.4	69.4	66.2	83.8	-1.0%	11.4%	86.2	131.3	126.2	14.6%	9.6%
Other non-tax revenue	124.1	116.5	110.5	109.2	-4.2%	17.5%	170.9	192.7	221.0	26.5%	16.0%
<b>Transfers received</b>	<b>223.8</b>	<b>228.8</b>	<b>1 299.0</b>	<b>1 625.2</b>	<b>93.7%</b>	<b>70.9%</b>	<b>551.7</b>	<b>712.9</b>	<b>872.3</b>	<b>-18.7%</b>	<b>74.5%</b>
Tax benefit	-	3.5	-	-	-	0.2%	-	0.0	0.0	-	-
<b>Total revenue</b>	<b>434.3</b>	<b>418.3</b>	<b>1 475.8</b>	<b>1 818.1</b>	<b>61.2%</b>	<b>100.0%</b>	<b>808.9</b>	<b>1 036.9</b>	<b>1 219.5</b>	<b>-12.5%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>505.5</b>	<b>482.0</b>	<b>625.2</b>	<b>2 034.2</b>	<b>59.1%</b>	<b>99.7%</b>	<b>1 317.1</b>	<b>1 188.2</b>	<b>1 158.9</b>	<b>-17.1%</b>	<b>100.0%</b>
Compensation of employees	178.8	177.2	203.9	312.1	20.4%	29.9%	293.0	284.7	290.8	-2.3%	21.7%
Goods and services	287.7	259.5	370.5	1 662.5	79.4%	62.8%	937.3	801.1	759.9	-23.0%	71.5%
Depreciation	4.7	4.1	4.4	7.2	15.0%	0.7%	8.9	10.0	9.9	11.2%	0.7%
Interest, dividends and rent on land	34.3	41.2	46.5	52.4	15.2%	6.3%	78.0	92.3	98.3	23.3%	6.2%
Tax payment	1.3	-	4.9	0.0	-90.8%	0.3%	0.0	0.0	0.0	-53.6%	-
<b>Total expenses</b>	<b>506.8</b>	<b>482.0</b>	<b>630.1</b>	<b>2 034.2</b>	<b>58.9%</b>	<b>100.0%</b>	<b>1 317.1</b>	<b>1 188.2</b>	<b>1 158.9</b>	<b>-17.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(72.5)</b>	<b>(63.6)</b>	<b>845.6</b>	<b>(216.1)</b>	<b>43.9%</b>		<b>(508.2)</b>	<b>(151.3)</b>	<b>60.6</b>	<b>-165.5%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>47.5</b>	<b>29.9</b>	<b>1 043.3</b>	<b>655.1</b>	<b>139.8%</b>	<b>100.0%</b>	<b>756.9</b>	<b>833.9</b>	<b>925.0</b>	<b>12.2%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Tax receipts</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-tax receipts</b>	<b>170.0</b>	<b>103.3</b>	<b>114.0</b>	<b>94.6</b>	<b>-17.8%</b>	<b>21.8%</b>	<b>73.3</b>	<b>181.3</b>	<b>255.0</b>	<b>39.2%</b>	<b>10.2%</b>
Sales of goods and services other than capital assets	75.5	36.6	46.0	44.5	-16.1%	8.9%	(14.3)	73.2	138.7	46.0%	3.9%
<i>Other sales</i>	75.5	36.6	46.0	44.5	-16.1%	8.9%	(14.3)	73.2	138.7	46.0%	3.9%
Other tax receipts	94.5	66.7	68.1	50.1	-19.1%	12.9%	87.6	108.2	116.3	32.4%	6.2%
<b>Transfers received</b>	<b>223.8</b>	<b>228.8</b>	<b>1 270.5</b>	<b>1 877.8</b>	<b>103.2%</b>	<b>78.2%</b>	<b>1 216.7</b>	<b>1 214.8</b>	<b>1 225.8</b>	<b>-13.3%</b>	<b>89.8%</b>
<b>Total receipts</b>	<b>393.8</b>	<b>332.1</b>	<b>1 385.0</b>	<b>1 972.4</b>	<b>71.1%</b>	<b>100.0%</b>	<b>1 290.0</b>	<b>1 396.2</b>	<b>1 480.8</b>	<b>-9.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>346.3</b>	<b>302.2</b>	<b>341.7</b>	<b>1 317.3</b>	<b>56.1%</b>	<b>100.0%</b>	<b>533.1</b>	<b>562.3</b>	<b>555.8</b>	<b>-25.0%</b>	<b>100.0%</b>
Compensation of employees	178.8	177.2	203.9	312.1	20.4%	48.4%	293.0	284.7	290.8	-2.3%	45.4%
Goods and services	167.5	125.0	137.8	1 005.2	81.7%	51.6%	240.1	277.6	265.1	-35.9%	54.6%
<b>Total payments</b>	<b>346.3</b>	<b>302.2</b>	<b>341.7</b>	<b>1 317.3</b>	<b>56.1%</b>	<b>100.0%</b>	<b>533.1</b>	<b>562.3</b>	<b>555.8</b>	<b>-25.0%</b>	<b>100.0%</b>
<b>Net cash flow from advancing activities (financial institutions only)</b>	<b>6.4</b>	<b>(61.8)</b>	<b>(215.6)</b>	<b>(1 574.0)</b>	<b>-725.8%</b>	<b>100.0%</b>	<b>(747.6)</b>	<b>(438.4)</b>	<b>(456.6)</b>	<b>-33.8%</b>	<b>100.0%</b>
Loan disbursements	(316.7)	(381.4)	(579.5)	(1 385.6)	63.6%	-989.1%	(1 376.8)	(1 204.2)	(1 244.6)	-3.5%	204.9%
Loan principal repayments	323.1	319.6	363.9	(188.4)	-183.5%	1 089.1%	629.2	765.7	788.0	-261.1%	-104.9%
<b>Net cash flow from investing activities</b>	<b>(18.1)</b>	<b>54.4</b>	<b>48.8</b>	<b>64.6</b>	<b>-252.9%</b>	<b>100.0%</b>	<b>63.3</b>	<b>80.0</b>	<b>99.8</b>	<b>15.6%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(2.9)	(2.7)	(3.1)	(9.1)	46.6%	-2.3%	(9.3)	(3.8)	(4.0)	-24.1%	-9.4%
Acquisition of software and other intangible assets	(1.0)	(0.0)	(5.5)	(20.7)	178.6%	-9.5%	(18.8)	(3.7)	(3.9)	-42.6%	-17.6%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	1.7	6.4	29.9	664.2%	15.5%	-	-	-	-100.0%	11.6%
Other flows from investing activities	(14.3)	55.4	51.1	64.4	-265.1%	96.3%	91.3	87.5	107.7	18.7%	115.4%
<b>Net cash flow from financing activities</b>	<b>-</b>	<b>150.0</b>	<b>(6.1)</b>	<b>275.2</b>	<b>-</b>	<b>-</b>	<b>315.2</b>	<b>(12.2)</b>	<b>(78.5)</b>	<b>-165.8%</b>	<b>100.0%</b>
Borrowing activities	-	150.0	-	290.0	-	-	325.9	-	(64.0)	-160.4%	72.6%
Repayment of finance leases	-	-	(6.1)	(14.8)	-	-	(10.7)	(12.2)	(14.5)	-0.8%	27.4%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>35.8</b>	<b>172.6</b>	<b>870.4</b>	<b>(579.1)</b>	<b>-352.8%</b>	<b>38.1%</b>	<b>387.8</b>	<b>463.2</b>	<b>489.7</b>	<b>-194.6%</b>	<b>20.6%</b>



**Table 39.88 Small Enterprise Finance Agency statements of financial performance, cash flow and financial position**

Statement of financial position				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
Audited outcome			2020/21				2021/22	2022/23	2023/24		
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	
Carrying value of assets	190.9	193.6	187.4	183.9	-1.2%	7.1%	199.4	196.9	194.9	1.9%	3.9%
Acquisition of assets	(2.9)	(2.7)	(3.1)	(9.1)	46.6%	100.0%	(9.3)	(3.8)	(4.0)	-24.1%	100.0%
Investments	953.7	926.2	941.9	1 006.1	1.8%	35.7%	950.8	1 018.9	1 040.5	1.1%	20.2%
Loans	549.8	389.4	433.9	1 398.3	36.5%	23.8%	1 449.7	1 443.0	1 464.0	1.5%	29.0%
Receivables and prepayments	28.6	33.1	38.9	49.3	19.9%	1.4%	236.1	221.7	160.3	48.1%	3.1%
Cash and cash equivalents	492.4	665.0	1 531.1	951.5	24.6%	31.9%	2 303.6	2 836.9	3 384.0	52.6%	43.8%
Taxation	1.4	4.5	0.0	4.5	45.8%	0.1%	0.0	0.0	0.0	-77.8%	-
<b>Total assets</b>	<b>2 216.9</b>	<b>2 211.8</b>	<b>3 133.2</b>	<b>3 593.5</b>	<b>17.5%</b>	<b>100.0%</b>	<b>5 139.5</b>	<b>5 717.5</b>	<b>6 243.7</b>	<b>20.2%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	(293.4)	(708.9)	(1 134.1)	(1 301.6)	64.3%	-29.4%	(2 147.6)	(2 272.7)	(2 211.1)	19.3%	-38.3%
Capital and reserves	1 529.5	1 862.6	2 103.8	2 234.6	13.5%	70.6%	2 699.7	2 699.7	2 699.7	6.5%	51.3%
Capital reserve fund	308.3	308.3	308.3	308.3	-	11.6%	308.3	308.3	308.3	-	6.2%
Borrowings	495.7	582.6	629.1	840.9	19.3%	23.0%	975.8	1 068.2	1 102.5	9.4%	19.7%
Deferred income	-	-	1 001.0	1 253.1	-	16.7%	2 985.8	3 487.7	3 841.2	45.3%	53.9%
Trade and other payables	74.2	54.7	100.4	93.6	8.0%	2.9%	71.8	66.4	60.7	-13.4%	1.5%
Provisions	25.8	19.3	23.5	50.7	25.3%	1.0%	44.7	46.8	49.1	-1.1%	1.0%
Managed funds (e.g. Poverty Alleviation Fund)	65.8	71.6	66.9	66.9	0.5%	2.6%	68.7	68.7	68.7	0.9%	1.4%
Derivatives financial instruments	11.0	21.6	34.2	47.0	62.1%	1.0%	132.4	244.4	324.5	90.4%	3.3%
<b>Total equity and liabilities</b>	<b>2 216.9</b>	<b>2 211.8</b>	<b>3 133.2</b>	<b>3 593.5</b>	<b>17.5%</b>	<b>100.0%</b>	<b>5 139.5</b>	<b>5 717.5</b>	<b>6 243.7</b>	<b>20.2%</b>	<b>100.0%</b>

**Personnel information****Table 39.89 Small Enterprise Finance Agency personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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						2020/21 - 2023/24	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								
Small Enterprise Finance Agency	294	294	254	203.9	0.8	294	312.1	1.1	331	293.0	0.9	262	284.7	1.1	250	290.8	1.2	-2.3%	100.0%
Salary level																			
1 – 6	35	35	22	5.9	0.3	35	12.6	0.4	37	7.2	0.2	7	2.0	0.3	5	1.7	0.3	-48.4%	2.0%
7 – 10	139	139	127	62.8	0.5	139	105.7	0.8	153	90.7	0.6	124	81.4	0.7	116	80.8	0.7	-8.6%	30.3%
11 – 12	63	63	41	55.6	1.4	63	81.1	1.3	76	83.3	1.1	71	85.0	1.2	70	87.7	1.3	2.7%	28.6%
13 – 16	52	52	44	67.9	1.5	52	94.3	1.8	58	90.2	1.6	53	92.6	1.7	52	95.6	1.8	0.5%	31.6%
17 – 22	5	5	20	11.7	0.6	5	18.5	3.7	7	21.5	3.1	7	23.7	3.4	7	24.9	3.6	10.4%	7.5%

**South African Bureau of Standards****Selected performance indicators****Table 39.90 South African Bureau of Standards 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
Percentage of support provided by the bureau on reimagined industrial priority sectors per year, as defined by the department	Conformity assessment	Priority 1: A capable, ethical and developmental state	-1	-1	-1	80%	80%	80%	80%
Number of South African national standards referenced in public policy and procurement/legislative/regulatory instruments per year	Conformity assessment		-1	-1	-1	-1	1 190	1 210	1 230
Number of reports on support provided by the bureau on key identified developmental policy interventions or any other ministerial directives per year	Conformity assessment		-1	-1	-1	4	4	4	5
Number of new products, services and solutions launched per year	Conformity assessment		4	4	-1	4	6	7	9

1. No historical data available.

## Entity overview

The South African Bureau of Standards was established as a statutory body in terms of the Standards Act (2008) and is part of South Africa's standardisation, quality assurance, accreditation and metrology technical infrastructure institutions. The bureau is mandated to develop, promote and maintain South African national standards; render conformity assessment services; and promote the quality of commodities, products and services. The bureau's overarching objective is to protect the integrity of the South African market, protect consumers, create a competitive advantage, and facilitate access by South Africans to local and international markets. Over the medium term, the bureau will focus on revitalising testing operations and facilities in key targeted sectors. The bureau also plans to roll out a local content verification programme for key sectors designated for local procurement. A total of R30 million over the medium term is allocated in the conformity assessment programme for this purpose.

Expenditure is set to increase at an average annual rate of 4.4 per cent, from R853.5 million in 2020/21 to R970 million in 2023/24. Compensation of employees accounts for an estimated 61.6 per cent (R1.7 billion) of total expenditure over the medium term. The bureau expects to generate 60.6 per cent (R1.6 billion) of its revenue over the MTEF period from fees for certification, testing, the sale of publications, other income, consulting services, and training services, and the remainder through transfers from the department. Revenue is expected to increase at an average annual rate of 7.9 per cent, from R722.3 million in 2020/21 to R906.6 billion in 2023/24, as partnerships are strengthened and new business from consulting is conducted.

## Programmes/Objectives/Activities

**Table 39.91 South African Bureau of Standards 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	–	–	–	–	–	–	–	–	–	–	–
Conformity assessment	714.3	646.3	670.9	657.2	-2.7%	77.1%	700.1	715.5	746.9	4.4%	77.0%
Development of South African national standards	207.3	193.1	200.4	196.3	-1.8%	22.9%	209.1	213.7	223.1	4.4%	23.0%
<b>Total</b>	<b>921.6</b>	<b>839.4</b>	<b>871.3</b>	<b>853.5</b>	<b>-2.5%</b>	<b>100.0%</b>	<b>909.2</b>	<b>929.2</b>	<b>970.0</b>	<b>4.4%</b>	<b>100.0%</b>

## Statements of financial performance, cash flow and financial position

**Table 39.92 South African Bureau of Standards 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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>598.9</b>	<b>597.0</b>	<b>551.7</b>	<b>484.5</b>	<b>-6.8%</b>	<b>69.2%</b>	<b>515.5</b>	<b>565.7</b>	<b>620.2</b>	<b>8.6%</b>	<b>66.7%</b>
Sale of goods and services other than capital assets	514.4	506.5	444.8	411.2	-7.2%	58.2%	476.8	525.4	578.0	12.0%	60.6%
of which:											
Sales by market establishment	514.4	506.5	444.8	411.2	-7.2%	58.2%	476.8	525.4	578.0	12.0%	60.6%
Other non-tax revenue	84.5	90.5	106.9	73.3	-4.6%	11.0%	38.6	40.3	42.1	-16.9%	6.1%
<b>Transfers received</b>	<b>252.1</b>	<b>241.2</b>	<b>258.0</b>	<b>237.8</b>	<b>-1.9%</b>	<b>30.8%</b>	<b>282.6</b>	<b>283.1</b>	<b>286.5</b>	<b>6.4%</b>	<b>33.3%</b>
<b>Total revenue</b>	<b>850.9</b>	<b>838.2</b>	<b>809.7</b>	<b>722.3</b>	<b>-5.3%</b>	<b>100.0%</b>	<b>798.1</b>	<b>848.9</b>	<b>906.6</b>	<b>7.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>901.3</b>	<b>839.4</b>	<b>871.3</b>	<b>853.5</b>	<b>-1.8%</b>	<b>99.4%</b>	<b>909.2</b>	<b>929.2</b>	<b>970.0</b>	<b>4.4%</b>	<b>100.0%</b>
Compensation of employees	551.6	553.8	553.3	539.1	-0.8%	63.1%	562.5	565.1	587.7	2.9%	61.6%
Goods and services	294.1	241.7	265.9	258.7	-4.2%	30.4%	286.2	300.5	315.5	6.8%	31.7%
Depreciation	55.6	43.9	52.2	55.7	0.1%	5.9%	60.6	63.6	66.8	6.2%	6.7%
Interest, dividends and rent on land	0.1	–	–	–	-100.0%	–	–	–	–	–	–
Tax payment	20.3	–	–	–	-100.0%	0.6%	–	–	–	–	–
<b>Total expenses</b>	<b>921.6</b>	<b>839.4</b>	<b>871.3</b>	<b>853.5</b>	<b>-2.5%</b>	<b>100.0%</b>	<b>909.2</b>	<b>929.2</b>	<b>970.0</b>	<b>4.4%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(70.7)</b>	<b>(1.2)</b>	<b>(61.6)</b>	<b>(131.2)</b>	<b>22.9%</b>		<b>(111.2)</b>	<b>(80.4)</b>	<b>(63.4)</b>	<b>-21.5%</b>	

**Table 39.92 South African Bureau of Standards statements of financial performance, cash flow and financial position**

Statement of financial performance		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	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
R million												
<b>Cash flow statement</b>												
<b>Cash flow from operating activities</b>	<b>49.1</b>	<b>(36.7)</b>	<b>26.8</b>	<b>(252.9)</b>	<b>-272.7%</b>	<b>100.0%</b>	<b>96.7</b>	<b>67.4</b>	<b>33.7</b>	<b>-151.1%</b>	<b>100.0%</b>	
<b>Receipts</b>												
<b>Non-tax receipts</b>	<b>571.7</b>	<b>588.0</b>	<b>619.7</b>	<b>380.7</b>	<b>-12.7%</b>	<b>69.3%</b>	<b>618.4</b>	<b>496.7</b>	<b>562.2</b>	<b>13.9%</b>	<b>66.3%</b>	
Sales of goods and services other than capital assets	537.3	552.1	570.9	361.6	-12.4%	65.0%	618.4	496.7	562.2	15.8%	65.5%	
<i>Sales by market establishment</i>	537.3	552.1	570.9	361.6	-12.4%	65.0%	618.4	496.7	562.2	15.8%	65.5%	
Other tax receipts	34.4	35.8	48.8	19.1	-17.8%	4.4%	–	–	–	-100.0%	0.8%	
<b>Transfers received</b>	<b>243.2</b>	<b>232.5</b>	<b>245.6</b>	<b>214.7</b>	<b>-4.1%</b>	<b>30.7%</b>	<b>267.1</b>	<b>273.1</b>	<b>276.0</b>	<b>8.7%</b>	<b>33.7%</b>	
<b>Total receipts</b>	<b>814.8</b>	<b>820.4</b>	<b>865.3</b>	<b>595.4</b>	<b>-9.9%</b>	<b>100.0%</b>	<b>885.5</b>	<b>769.8</b>	<b>838.2</b>	<b>12.1%</b>	<b>100.0%</b>	
<b>Payment</b>												
<b>Current payments</b>	<b>765.7</b>	<b>857.1</b>	<b>838.5</b>	<b>848.3</b>	<b>3.5%</b>	<b>100.0%</b>	<b>788.8</b>	<b>702.4</b>	<b>804.5</b>	<b>-1.8%</b>	<b>100.0%</b>	
Compensation of employees	551.6	516.4	552.5	539.1	-0.8%	65.4%	562.5	565.1	587.7	2.9%	72.1%	
Goods and services	214.0	340.7	283.6	309.2	13.1%	34.5%	226.3	137.3	216.8	-11.2%	27.9%	
Interest and rent on land	0.1	0.0	2.3	–	-100.0%	0.1%	–	–	–	–	–	
<b>Total payments</b>	<b>765.7</b>	<b>857.1</b>	<b>838.5</b>	<b>848.3</b>	<b>3.5%</b>	<b>100.0%</b>	<b>788.8</b>	<b>702.4</b>	<b>804.5</b>	<b>-1.8%</b>	<b>100.0%</b>	
<b>Net cash flow from investing activities</b>	<b>(15.1)</b>	<b>169.8</b>	<b>251.9</b>	<b>(180.0)</b>	<b>128.5%</b>	<b>100.0%</b>	<b>(164.8)</b>	<b>(60.0)</b>	<b>(20.0)</b>	<b>-51.9%</b>	<b>100.0%</b>	
Acquisition of property, plant, equipment and intangible assets	(18.9)	(24.7)	(40.8)	(180.0)	111.9%	48.6%	(164.8)	(60.0)	(20.0)	-51.9%	100.0%	
Acquisition of software and other intangible assets	(6.0)	–	–	–	-100.0%	9.9%	–	–	–	–	–	
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	0.1	0.0	–	-100.0%	-0.2%	–	–	–	–	–	
Other flows from investing activities	9.7	194.4	292.6	–	-100.0%	41.6%	–	–	–	–	–	
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>–</b>	<b>(6.0)</b>	<b>(1.5)</b>	<b>–</b>	<b>–</b>	<b>(1.3)</b>	<b>(1.1)</b>	<b>(0.9)</b>	<b>-17.0%</b>	<b>100.0%</b>	
Repayment of finance leases	–	–	(6.0)	(1.5)	–	–	(1.3)	(1.1)	(0.9)	-17.0%	100.0%	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>34.1</b>	<b>133.2</b>	<b>272.7</b>	<b>(434.5)</b>	<b>-333.7%</b>	<b>–</b>	<b>(69.4)</b>	<b>6.3</b>	<b>12.8</b>	<b>-130.9%</b>	<b>-14.1%</b>	
<b>Statement of financial position</b>												
Carrying value of assets	751.0	715.5	707.3	841.4	3.9%	52.7%	979.4	1 012.5	1 008.8	6.2%	73.6%	
<i>Acquisition of assets</i>	<i>(18.9)</i>	<i>(24.7)</i>	<i>(40.8)</i>	<i>(180.0)</i>	<i>111.9%</i>	<i>100.0%</i>	<i>(164.8)</i>	<i>(60.0)</i>	<i>(20.0)</i>	<i>-51.9%</i>	<i>100.0%</i>	
Investments	430.5	312.6	116.2	105.5	-37.4%	16.6%	110.8	116.3	122.1	5.0%	8.7%	
Inventory	2.7	3.1	3.9	4.3	17.0%	0.2%	4.6	4.8	5.0	5.0%	0.4%	
Receivables and prepayments	150.6	199.5	149.1	257.2	19.5%	13.3%	127.4	168.9	198.4	-8.3%	14.3%	
Cash and cash equivalents	126.0	259.2	531.9	97.4	-8.2%	17.2%	28.0	19.1	12.8	-49.1%	3.0%	
Taxation	–	–	1.3	–	–	–	–	–	–	–	–	
<b>Total assets</b>	<b>1 460.8</b>	<b>1 489.8</b>	<b>1 509.7</b>	<b>1 305.9</b>	<b>-3.7%</b>	<b>100.0%</b>	<b>1 250.2</b>	<b>1 321.6</b>	<b>1 347.2</b>	<b>1.0%</b>	<b>100.0%</b>	
Accumulated surplus/(deficit)	800.4	814.0	752.4	548.9	-11.8%	50.3%	469.3	517.0	472.1	-4.9%	38.4%	
Capital and reserves	67.3	73.0	78.8	77.3	4.7%	5.2%	82.6	82.6	93.9	6.7%	6.4%	
Deferred income	273.4	349.1	431.7	431.7	16.4%	26.0%	422.5	413.0	403.0	-2.3%	32.0%	
Trade and other payables	160.3	148.7	132.1	148.7	-2.5%	10.3%	181.6	220.7	267.1	21.6%	15.6%	
Taxation	3.9	1.6	2.3	2.4	-15.6%	0.2%	2.4	2.4	2.5	1.5%	0.2%	
Provisions	145.3	93.0	95.8	78.1	-18.7%	7.1%	73.4	68.0	90.9	5.2%	5.9%	
Derivatives financial instruments	10.1	10.3	16.6	18.9	23.1%	1.0%	18.3	17.8	17.7	-2.3%	1.4%	
<b>Total equity and liabilities</b>	<b>1 460.8</b>	<b>1 489.8</b>	<b>1 509.7</b>	<b>1 305.9</b>	<b>-3.7%</b>	<b>100.0%</b>	<b>1 250.2</b>	<b>1 321.6</b>	<b>1 347.2</b>	<b>1.0%</b>	<b>100.0%</b>	

**Personnel information****Table 39.93 South African Bureau of Standards personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
South African Bureau of Standards		1 061		1 061		1 061		1 061		1 061		1 061		1 061		1 061		2.9%	100.0%
Salary level		1 061	553.3	0.5	1 061	539.1	0.5	1 061	562.5	0.5	1 061	565.1	0.5	1 061	587.7	0.6			
1 – 6	255	255	46.2	0.2	255	45.0	0.2	255	46.8	0.2	255	47.0	0.2	255	48.8	0.2	2.8%	8.3%	
7 – 10	430	430	171.6	0.4	430	167.0	0.4	430	174.3	0.4	430	175.1	0.4	430	182.2	0.4	2.9%	31.0%	
11 – 12	343	343	266.6	0.8	343	259.9	0.8	343	271.2	0.8	343	272.5	0.8	343	283.4	0.8	2.9%	48.2%	
13 – 16	23	23	38.5	1.7	23	37.6	1.6	23	39.2	1.7	23	39.4	1.7	23	41.0	1.8	2.9%	7.0%	
17 – 22	10	10	30.3	3.0	10	29.6	3.0	10	30.9	3.1	10	31.0	3.1	10	32.3	3.2	2.9%	5.5%	

**South African National Accreditation System****Selected performance indicators****Table 39.94 South African National Accreditation System 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 accredited organisations per year	Provision of accreditation services	Priority 2: Economic transformation and job creation	1 623	1 698	1 785	1 858	1 913	2 001	2 098
Number of registered black assessors	Provision of accreditation services		270	291	296	304	304	324	371

**Entity overview**

The South African National Accreditation System was established in terms of the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act (2006). It is mandated to accredit or monitor for good laboratory practice and compliance; promote accreditation as a means of facilitating international trade to enhance South Africa's economic performance and transformation; promote the competence and equivalence of accredited bodies; and promote the competence and equivalence of good laboratory practice facilities compliant with the act.

Over the medium term, the entity will focus on strengthening accreditation effectiveness to support local manufacturing and improve access to export markets by helping South African firms to meet increasingly demanding conformity assessment requirements.

Expenditure is set to increase at an average annual rate of 10 per cent, from R105.3 million in 2020/21 to R140.2 million in 2023/24, with compensation of employees accounting for an estimated 51.2 per cent (R201.5 million) of spending over the medium term. The entity expects to generate 74.3 per cent (R300.6 million) of its revenue over the MTEF period through fees collected from accredited facilities, new applications, and commercial training, and derive the remaining 25.7 per cent (R100.9 million) through transfers from the department. Revenue is expected to increase at an average annual rate of 10 per cent, from R105.3 million in 2020/21 to R140.2 million in 2023/24, in line with the anticipated increase in economic activity.

**Programmes/Objectives/Activities****Table 39.95 South African National Accreditation System expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2020/21	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24		
Administration	33.7	34.4	46.4	43.0	8.4%	38.1%	46.6	49.3	51.5	6.3%	37.7%
Provision of accreditation services	49.6	63.0	52.6	51.0	0.9%	52.4%	61.5	64.9	68.4	10.3%	48.5%
New programme development projects and related activities	2.6	3.2	4.7	4.0	16.1%	3.5%	5.2	6.3	6.6	18.0%	4.3%
Marketing/Corporate services	5.3	7.4	4.6	7.3	10.9%	6.0%	14.2	13.4	13.6	23.1%	9.4%
<b>Total</b>	<b>91.2</b>	<b>108.0</b>	<b>108.3</b>	<b>105.3</b>	<b>4.9%</b>	<b>100.0%</b>	<b>127.4</b>	<b>133.9</b>	<b>140.2</b>	<b>10.0%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 39.96 South African National Accreditation System statements of financial performance, cash flow and financial position**

Statement of financial performance											
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		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>74.3</b>	<b>79.5</b>	<b>83.7</b>	<b>76.5</b>	<b>1.0%</b>	<b>72.0%</b>	<b>94.5</b>	<b>100.1</b>	<b>106.0</b>	<b>11.5%</b>	<b>74.3%</b>
Sale of goods and services other than capital assets	67.2	64.4	70.6	68.4	0.6%	62.2%	79.6	84.4	89.5	9.4%	63.6%
<i>of which:</i>											
<i>Administrative fees</i>	67.2	64.4	70.6	68.4	0.6%	62.2%	79.6	84.4	89.5	9.4%	63.6%
Other non-tax revenue	7.1	15.0	13.0	8.2	4.9%	9.9%	14.8	15.7	16.5	26.4%	10.7%
<b>Transfers received</b>	<b>30.3</b>	<b>31.0</b>	<b>31.7</b>	<b>28.7</b>	<b>-1.8%</b>	<b>28.0%</b>	<b>33.0</b>	<b>33.8</b>	<b>34.2</b>	<b>5.9%</b>	<b>25.7%</b>
<b>Total revenue</b>	<b>104.6</b>	<b>110.5</b>	<b>115.3</b>	<b>105.3</b>	<b>0.2%</b>	<b>100.0%</b>	<b>127.4</b>	<b>133.9</b>	<b>140.2</b>	<b>10.0%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>90.6</b>	<b>107.4</b>	<b>107.6</b>	<b>104.6</b>	<b>4.9%</b>	<b>99.4%</b>	<b>126.7</b>	<b>133.1</b>	<b>139.3</b>	<b>10.0%</b>	<b>99.4%</b>
Compensation of employees	50.1	53.4	56.2	57.2	4.5%	52.7%	63.7	67.2	70.6	7.3%	51.2%
Goods and services	39.2	49.6	46.1	42.0	2.4%	42.8%	57.1	59.9	62.6	14.3%	43.5%
Depreciation	1.4	4.4	5.2	5.4	58.5%	3.9%	6.0	6.0	6.1	4.1%	4.7%
<b>Transfers and subsidies</b>	<b>0.6</b>	<b>0.6</b>	<b>0.7</b>	<b>0.7</b>	<b>6.1%</b>	<b>0.6%</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>	<b>5.4%</b>	<b>0.6%</b>
<b>Total expenses</b>	<b>91.2</b>	<b>108.0</b>	<b>108.3</b>	<b>105.3</b>	<b>4.9%</b>	<b>100.0%</b>	<b>127.4</b>	<b>133.9</b>	<b>140.2</b>	<b>10.0%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>13.4</b>	<b>2.5</b>	<b>7.1</b>	<b>-</b>	<b>-100.0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>10.6</b>	<b>13.0</b>	<b>3.0</b>	<b>(12.5)</b>	<b>-205.6%</b>	<b>100.0%</b>	<b>6.0</b>	<b>6.0</b>	<b>6.1</b>	<b>-178.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>74.3</b>	<b>83.1</b>	<b>83.6</b>	<b>76.5</b>	<b>1.0%</b>	<b>72.3%</b>	<b>94.5</b>	<b>100.1</b>	<b>106.0</b>	<b>11.5%</b>	<b>74.3%</b>
Sales of goods and services other than capital assets	58.3	68.1	69.5	68.4	5.4%	60.2%	79.6	84.4	89.5	9.4%	63.6%
<i>Administrative fees</i>	58.3	68.1	69.5	68.4	5.4%	60.2%	79.6	84.4	89.5	9.4%	63.6%
Other tax receipts	16.0	15.0	14.1	8.2	-20.0%	12.1%	14.8	15.7	16.5	26.4%	10.7%
<b>Transfers received</b>	<b>30.3</b>	<b>31.0</b>	<b>31.7</b>	<b>28.7</b>	<b>-1.8%</b>	<b>27.7%</b>	<b>33.0</b>	<b>33.8</b>	<b>34.2</b>	<b>5.9%</b>	<b>25.7%</b>
<b>Total receipts</b>	<b>104.6</b>	<b>114.2</b>	<b>115.2</b>	<b>105.3</b>	<b>0.2%</b>	<b>100.0%</b>	<b>127.4</b>	<b>133.9</b>	<b>140.2</b>	<b>10.0%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>94.1</b>	<b>100.5</b>	<b>111.6</b>	<b>99.2</b>	<b>1.8%</b>	<b>95.8%</b>	<b>120.7</b>	<b>127.1</b>	<b>133.2</b>	<b>10.3%</b>	<b>95.6%</b>
Compensation of employees	46.2	53.4	56.8	57.2	7.4%	50.3%	63.7	67.2	70.6	7.3%	51.5%
Goods and services	47.9	47.1	54.8	42.0	-4.3%	45.5%	57.1	59.9	62.6	14.3%	44.1%
<b>Transfers and subsidies</b>	<b>-</b>	<b>0.6</b>	<b>0.7</b>	<b>18.6</b>	<b>-</b>	<b>4.2%</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>	<b>-64.4%</b>	<b>4.4%</b>
<b>Total payments</b>	<b>94.1</b>	<b>101.2</b>	<b>112.2</b>	<b>117.7</b>	<b>7.8%</b>	<b>100.0%</b>	<b>121.5</b>	<b>127.9</b>	<b>134.1</b>	<b>4.4%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(1.9)</b>	<b>(72.1)</b>	<b>(4.8)</b>	<b>(3.1)</b>	<b>17.0%</b>	<b>100.0%</b>	<b>(4.5)</b>	<b>(1.5)</b>	<b>(1.5)</b>	<b>-21.1%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.6)	(71.0)	(2.4)	(0.9)	-17.5%	65.8%	(0.8)	(0.5)	(0.5)	-17.8%	28.5%
Acquisition of software and other intangible assets	(0.3)	(1.0)	(2.4)	(2.2)	92.8%	34.3%	(3.7)	(1.0)	(1.0)	-22.5%	71.5%
Proceeds from the sale of property, plant, equipment and intangible assets	-	-	0.0	-	-	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>8.7</b>	<b>(59.1)</b>	<b>(1.8)</b>	<b>(15.5)</b>	<b>-221.4%</b>	<b>-15.4%</b>	<b>1.5</b>	<b>4.5</b>	<b>4.6</b>	<b>-166.7%</b>	<b>-1.7%</b>
<b>Statement of financial position</b>											
Carrying value of assets	5.4	72.2	71.7	69.4	133.6%	47.7%	67.9	63.4	58.8	-5.3%	63.5%
<i>Acquisition of assets</i>	<i>(1.6)</i>	<i>(71.0)</i>	<i>(2.4)</i>	<i>(0.9)</i>	<i>-17.5%</i>	<i>100.0%</i>	<i>(0.8)</i>	<i>(0.5)</i>	<i>(0.5)</i>	<i>-17.8%</i>	<i>100.0%</i>
Receivables and prepayments	10.5	1.6	2.4	3.0	-33.9%	3.7%	2.5	2.0	1.5	-20.2%	2.2%
Cash and cash equivalents	106.9	47.8	46.0	30.5	-34.2%	48.6%	31.9	36.5	41.1	10.5%	34.3%
<b>Total assets</b>	<b>122.8</b>	<b>121.6</b>	<b>120.1</b>	<b>102.9</b>	<b>-5.7%</b>	<b>100.0%</b>	<b>102.4</b>	<b>102.0</b>	<b>101.5</b>	<b>-0.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	89.1	99.7	106.8	88.9	-0.1%	82.4%	88.9	88.9	88.9	-	87.0%
Capital and reserves	8.1	-	-	-	-100.0%	1.6%	-	-	-	-	-
Deferred income	8.0	6.2	3.1	4.0	-20.7%	4.5%	5.0	5.0	5.0	7.7%	4.6%
Trade and other payables	15.4	12.7	4.4	4.7	-32.7%	7.8%	3.4	2.4	1.8	-27.9%	3.0%
Provisions	2.2	3.0	5.9	5.3	34.9%	3.6%	5.1	5.6	5.8	2.9%	5.3%
<b>Total equity and liabilities</b>	<b>122.8</b>	<b>121.6</b>	<b>120.1</b>	<b>102.9</b>	<b>-5.7%</b>	<b>100.0%</b>	<b>102.4</b>	<b>102.0</b>	<b>101.5</b>	<b>-0.5%</b>	<b>100.0%</b>

**Personnel information****Table 39.97 South African National Accreditation System personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> 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
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
South African National Accreditation System	83	83	71	56.2	0.8	73	57.2	0.8	73	63.7	0.9	73	67.2	0.9	73	70.6	1.0	7.3%	100.0%
Salary level																			
1 – 6	1	1	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	1	0.3	0.3	1	0.3	0.3	7.3%	0.4%
7 – 10	50	50	40	19.1	0.5	41	19.4	0.5	41	21.6	0.5	41	22.8	0.6	41	23.9	0.6	7.3%	33.9%
11 – 12	14	14	13	11.7	0.9	14	12.6	0.9	14	14.0	1.0	14	14.8	1.1	14	15.5	1.1	7.3%	22.0%
13 – 16	17	17	16	22.6	1.4	16	22.3	1.4	16	24.9	1.6	16	26.3	1.6	16	27.6	1.7	7.3%	39.1%
17 – 22	1	1	1	2.7	2.7	1	2.6	2.6	1	2.9	2.9	1	3.1	3.1	1	3.3	3.3	7.3%	4.6%