

# Vote 8

## National Treasury

### Budget summary

R million	2022/23				2023/24	2024/25
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
<b>MTEF allocation</b>						
Administration	498.6	4.4	18.6	521.6	544.0	563.5
Economic Policy, Tax, Financial Regulation and Research	136.1	20.8	1.3	158.2	160.4	160.4
Public Finance and Budget Management	877.5	3 557.5	3.2	4 438.2	4 354.7	3 443.1
Asset and Liability Management	125.1	–	0.8	1 126.0	1 120.0	128.0
Financial Accounting and Supply Chain Management Systems	996.4	112.0	13.7	1 122.1	1 375.9	1 172.0
International Financial Relations	62.7	1 632.4	0.6	2 637.8	2 590.3	2 875.1
Civil and Military Pensions, Contributions to Funds and Other Benefits	79.8	6 932.3	–	7 012.1	7 039.0	7 355.1
Revenue Administration	–	11 527.8	–	11 527.8	11 657.6	11 136.2
Financial Intelligence and State Security	–	5 395.5	–	5 395.5	5 402.1	5 643.9
<b>Subtotal</b>	<b>2 776.2</b>	<b>29 182.7</b>	<b>38.2</b>	<b>33 939.2</b>	<b>34 244.1</b>	<b>32 477.3</b>
<b>Direct charge against the National Revenue Fund</b>						
Provincial equitable share	–	560 756.8	–	560 756.8	543 149.1	562 018.4
Debt-service costs	301 806.3	–	–	301 806.3	334 979.2	363 514.8
General fuel levy sharing with metropolitan municipalities	–	15 334.8	–	15 334.8	15 433.5	16 126.6
National Revenue Fund payments	–	–	–	56.1	–	–
Auditor-General of South Africa	–	72.6	–	72.6	123.1	128.6
<b>Total expenditure estimates</b>	<b>304 582.5</b>	<b>605 346.9</b>	<b>38.2</b>	<b>911 965.8</b>	<b>927 928.9</b>	<b>974 265.6</b>

Executive authority Minister of Finance  
 Accounting officer Director-General of the National Treasury  
 Website [www.treasury.gov.za](http://www.treasury.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

Support economic growth and development, good governance, social progress and rising living standards through the accountable, economical, efficient, equitable and sustainable management of public finances, the maintenance of macroeconomic and financial sector stability, and the effective financial regulation of the economy.

### Mandate

National Treasury's legislative mandate is based on section 216(1) of the Constitution, which calls for the establishment of a national treasury to ensure transparency, accountability and sound financial controls in the management of South Africa's public finances. This role is further elaborated on in the Public Finance Management Act (1999). The department is mandated to:

- promote national government's fiscal policy and the coordination of macroeconomic policy
- ensure the stability and soundness of the financial system and financial services
- coordinate intergovernmental financial and fiscal relations
- manage the budget preparation process
- enforce transparency and effective management in respect of revenue and expenditure, assets and liabilities, public entities, and constitutional institutions.

## Selected performance indicators

**Table 8.1 Performance indicators by programme and related priority**

Indicator	Programme	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of economic forecasts developed per year	Economic Policy, Tax, Financial Regulation and Research	Priority 2: Economic transformation and job creation	– <sup>1</sup>	– <sup>1</sup>	4	4	4	4	4
Number of quarterly expenditure reports submitted to the Standing Committee on Appropriations per year	Public Finance and Budget Management	Priority 1: A capable, ethical and developmental state	– <sup>1</sup>	– <sup>1</sup>	4	4	4	4	4
Number of catalytic projects approved in spatially targeted areas within metropolitan cities, secondary cities and rural towns per year	Public Finance and Budget Management	Priority 5: Spatial integration, human settlements and local government	– <sup>1</sup>	– <sup>1</sup>	61	20	20	20	20
Net loan debt as a percentage of GDP	Asset and Liability Management	Priority 1: A capable, ethical and developmental state	47 (R2.5tn)	52.7% (R2.9tn)	64.7% (R3.6tn)	64.9% (R4tn)	69.9% (R4.5tn)	71.9% (R4.8tn)	72.9% (R5.2tn)
Value of government gross annual borrowing	Asset and Liability Management		R246.9bn	R415.8bn	R618.3bn	R412bn	R484.5bn	R487.6bn	R479.3bn
Cost to service debt as a percentage of GDP	Asset and Liability Management		3.7% (R181.8bn)	4% (R204.8bn)	4.2% (R232.6bn)	4.3% (R268.3bn)	4.7% (R301.8bn)	4.9% (R335bn)	5% (R363.5bn)
Number of transversal term contracts implemented per year	Financial Accounting and Supply Chain Management Systems		22	52	41	21	16	15	10

1. No historical data available.

## Expenditure overview

Over the medium term, the department will focus on: reviewing tax policy and strengthening regulation in the financial sector, supporting sustainable employment, supporting infrastructure development and economically integrated cities and communities, managing future spending growth and fiscal risk, managing government's assets and liabilities, making government procurement more efficient, strengthening financial management in government, and facilitating regional and international cooperation.

The department's budget over the medium term is R2.8 trillion, of which 59.9 per cent (R1.7 trillion) is for transfers to provincial governments for the provincial equitable share. Cabinet has approved an increase on the department's baseline budget amounting to R74 billion over the medium term. A large portion of these funds will be disbursed to the provincial equitable share for adjustments related to compensation of employees in provincial departments, inflationary adjustments for non-governmental organisations within provincial departments of social development, and for the implementation of the presidential employment initiative in provincial departments of education. Debt-service costs amount to 34.4 per cent (R1 trillion) of the department's budget over the MTEF period. Distributing the general fuel levy to metropolitan municipalities represents 1.7 per cent (R46.9 billion) of the department's spending over the period ahead.

The department has the following increases to its baseline over the medium term: R3 billion to the South African Revenue Service to build the capacity of human resources and implement ICT projects; R304.5 million to the Development Bank of Southern Africa for the social housing programme; and R51 million to the Financial Intelligence Centre to support its operations by increasing capacity to produce intelligence reports, its capability to analyse big data, and its ability to respond timeously to intelligence product stakeholders.

### **Reviewing tax policy and strengthening regulation in the financial sector**

To improve fairness in the tax system, over the medium term, the department plans to make tax proposals part of the annual budgeting process. These proposals will be given effect through technical work such as research, the hosting of workshops and consultations with affected parties. Once this work is completed, necessary legislative amendments will be drafted. These activities will be carried out in the *Tax Policy* subprogramme in the *Economic Policy, Tax, Financial Regulation and Research* programme. Allocations to the subprogramme account for 20.3 per cent (R96.3 million) of the programme's total budget over the medium term.

The department's role in regulating the financial sector will continue to ensure that it is safe and provides value-added customer services. Accordingly, over the medium term, the department will focus on preparing, drafting and consulting on legislation to complete the framework for the twin peaks regulatory model. These activities will be carried out in the *Financial Sector Policy* subprogramme in the *Economic Policy, Tax, Financial Regulation and Research* programme. Allocations to the subprogramme account for 15.9 per cent (R75.5 million) of the programme's budget over the medium term.

### ***Supporting sustainable employment***

The Jobs Fund leverages the technical expertise of project partners to provide support to beneficiaries. This could be in the form of providing holistic support to small and medium-sized enterprises or ensuring better results in training and the matching of unemployed youth with available jobs. To date, the fund has disbursed R5.8 billion to projects in various sectors, including agriculture and infrastructure development. Partners have contributed R11.6 billion to the fund.

Over the medium term, the department anticipates spending R1.7 billion on Jobs Fund activities related to the creation of sustainable employment and sharing good practice with the market. Related activities will be carried out in the *Government Technical Advisory Centre* subprogramme in the *Public Finance and Budget Management* programme.

### ***Supporting infrastructure development and economically integrated cities and communities***

The department will continue to facilitate conditional grants and provide financial incentives for infrastructure planning and development to municipalities through the local government financial management grant, the neighbourhood development partnership grant, the programme and project support grant, and the infrastructure skills development grant. Transfers to these grants are projected to amount to R6.9 billion over the medium term through the *Facilitation of Conditional Grants* subprogramme in the *Public Finance and Budget Management* programme. This amount includes additional funding of R800 million in 2022/23 and R855.6 million in 2023/24, through the neighbourhood development partnership grant, for the implementation of the presidential employment initiative in metropolitan municipalities.

### ***Managing future spending growth and fiscal risk***

Over the medium term, the department will ensure that all government departments remain within the spending limits approved by Cabinet, provide financial analyses of government programmes, and advise on policy and service delivery trends. Future spending growth and fiscal risks in government will continue to be managed through the implementation of spending reviews. These activities will be carried out in the *Programme Management for Public Finance and Budget Management*, *Public Finance and Budget Office and Coordination* subprogrammes, which are allocated a combined 4 per cent (R497.5 million) of the Public Finance and Budget Management programme's budget over the medium term.

### ***Managing government's assets and liabilities***

The department will continue to finance government's gross borrowing requirement – which comprises the budget balance and maturing debt – in the domestic and international capital markets. Government's financing strategy is informed by strategic portfolio risk benchmarks for interest, inflation, currency and refinancing. The department will continue to manage cash resources to ensure that government remains liquid and surplus cash is invested optimally. In addition, the department will continue its oversight of the financial management of state-owned companies. To carry out these activities, R374 million is allocated in the *Asset and Liability Management* programme over the medium term.

### ***Making government procurement more efficient***

Over the medium term, the Office of the Chief Procurement Officer will continue to monitor government procurement through platforms such as the e-tender portal and the publication of data pertaining to supply chain management spending, including COVID-19 relief measures. These activities will be carried out in the *Programme Management for Financial Accounting and Supply Chain Management Systems* subprogramme in the *Financial Accounting and Supply Chain Management Systems* programme. Allocations to the subprogramme account for 10 per cent (R368.8 million) of the programme's budget over the MTEF period.

### Strengthening financial management in government

Government's integrated financial management system is designed to enhance the effectiveness of back-end public service functions by improving access to information, improving the quality of data, eliminating the duplication of systems and resources, and limiting the use of manual processes. The department anticipates that the template for the system's software interface will be piloted at selected national and provincial departments in 2022/23, and that rollout will commence in 2023/24. To this end, R1.3 billion over the medium term is allocated in the *Financial Systems* subprogramme in the *Financial Accounting and Supply Chain Management Systems* programme.

### Facilitating international and regional cooperation

South Africa's shareholding in multilateral development banks ensures that the country has direct representation in the governance structures of these institutions and amplifies the voice of developing countries and the Global South. Through its membership, the South African government also benefits from the technical support that these institutions provide in the implementation of government programmes, as well as the potential of accessing financing at lower than market rates. To this end, over the MTEF period, South Africa will support the recapitalisation of the World Bank with an amount of R778.7 million and the African Development Bank with R1.9 billion. These amounts are allocated in the *International Development Funding Institutions* subprogramme in the *International Financial Relations* programme.

A further R4.6 billion over the period ahead is allocated for Common Monetary Area compensation payments to Namibia, Lesotho and Eswatini. This expenditure is within the *African Integration and Support* subprogramme in the *International Financial Relations* programme.

### Expenditure trends and estimates

**Table 8.2 Vote expenditure trends and estimates by programme and economic classification**

Programmes												
1. Administration												
2. Economic Policy, Tax, Financial Regulation and Research												
3. Public Finance and Budget Management												
4. Asset and Liability Management												
5. Financial Accounting and Supply Chain Management Systems												
6. International Financial Relations												
7. Civil and Military Pensions, Contributions to Funds and Other Benefits												
8. Revenue Administration												
9. Financial Intelligence and State Security												
Programme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2018/19	2019/20	2020/21	2021/22	2018/19	2021/22	2022/23	2023/24	2024/25	2021/22	2024/25	
Programme 1	424.3	453.6	496.3	541.4	8.5%	0.1%	521.6	544.0	563.5	1.3%	0.1%	
Programme 2	138.8	124.9	124.7	153.8	3.5%	0.0%	158.2	160.4	160.4	1.4%	0.0%	
Programme 3	2 530.4	2 936.1	2 697.2	4 337.5	19.7%	0.4%	4 438.2	4 354.7	3 443.1	-7.4%	0.4%	
Programme 4	91.2	96.7	3 022.6	9 017.9	362.4%	0.4%	1 126.0	1 120.0	128.0	-75.8%	0.3%	
Programme 5	771.4	733.9	696.6	1 046.0	10.7%	0.1%	1 122.1	1 375.9	1 172.0	3.9%	0.1%	
Programme 6	5 807.7	5 458.8	6 640.5	7 745.9	10.1%	0.8%	2 637.8	2 590.3	2 875.1	-28.1%	0.4%	
Programme 7	5 020.1	5 487.1	5 188.8	6 409.5	8.5%	0.7%	7 012.1	7 039.0	7 355.1	4.7%	0.8%	
Programme 8	9 007.2	9 529.0	10 271.9	11 295.2	7.8%	1.3%	11 527.8	11 657.6	11 136.2	-0.5%	1.2%	
Programme 9	4 763.5	4 951.1	4 942.9	4 999.5	1.6%	0.6%	5 395.5	5 402.1	5 643.9	4.1%	0.6%	
<b>Subtotal</b>	<b>28 554.6</b>	<b>29 771.2</b>	<b>34 081.5</b>	<b>45 546.7</b>	<b>16.8%</b>	<b>4.4%</b>	<b>33 939.2</b>	<b>34 244.1</b>	<b>32 477.3</b>	<b>-10.7%</b>	<b>4.0%</b>	
<b>Direct charge against the National Revenue Fund</b>	<b>664 863.5</b>	<b>724 021.2</b>	<b>768 072.3</b>	<b>831 097.8</b>	<b>157.7%</b>	<b>95.6%</b>	<b>878 026.6</b>	<b>893 684.8</b>	<b>941 788.4</b>	<b>4.3%</b>	<b>96.0%</b>	
Provincial equitable share	470 286.5	505 553.8	520 717.0	544 834.9	5.0%	65.3%	560 756.8	543 149.1	562 018.4	1.0%	59.9%	
Debt-service costs	181 849.1	204 769.4	232 595.7	269 234.0	14.0%	28.4%	301 806.3	334 979.2	363 514.8	10.5%	34.4%	
General fuel levy sharing with metropolitan municipalities	12 468.6	13 166.8	14 026.9	14 617.3	5.4%	1.7%	15 334.8	15 433.5	16 126.6	3.3%	1.7%	
National Revenue Fund payments	161.6	468.5	588.3	2 341.6	143.8%	0.1%	56.1	-	-	-100.0%	0.1%	
Auditor-General of South Africa	97.7	62.8	70.0	70.0	-10.5%	0.0%	72.6	123.1	128.6	22.4%	0.0%	
Public Finance Management Act (1999) section 70 payment: Land and Agricultural Development Bank of South Africa	-	-	74.4	-	0.0%	0.0%	-	-	-	0.0%	0.0%	
<b>Total</b>	<b>693 418.0</b>	<b>753 792.5</b>	<b>802 153.8</b>	<b>876 644.5</b>	<b>8.1%</b>	<b>100.0%</b>	<b>911 965.8</b>	<b>927 928.9</b>	<b>974 265.6</b>	<b>3.6%</b>	<b>100.0%</b>	
Change to 2021 Budget estimate				27 414.4			37 595.9	21 758.0	13 639.0			

**Table 8.2 Vote expenditure trends and estimates by programme and economic classification**

Economic classification	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
<b>Current payments</b>	<b>183 920.3</b>	<b>206 783.7</b>	<b>234 476.5</b>	<b>272 210.2</b>	<b>14.0%</b>	<b>28.7%</b>	<b>304 582.5</b>	<b>338 128.2</b>	<b>366 758.7</b>	<b>10.4%</b>	<b>34.7%</b>
Compensation of employees	790.3	804.8	778.6	1 162.8	13.7%	0.1%	888.4	890.0	902.0	-8.1%	0.1%
Goods and services <sup>1</sup>	1 280.9	1 209.6	1 102.1	1 813.4	12.3%	0.2%	1 887.9	2 258.9	2 341.9	8.9%	0.2%
of which:											
Computer services	390.5	403.9	383.3	592.3	14.9%	0.1%	636.0	929.1	746.5	8.0%	0.1%
Consultants: Business and advisory services	628.8	554.5	479.3	937.8	14.2%	0.1%	951.1	1 014.9	1 269.0	10.6%	0.1%
Operating leases	59.8	82.8	127.9	88.6	14.0%	0.0%	89.3	91.1	93.3	1.7%	0.0%
Property payments	19.7	24.4	16.3	25.5	9.0%	0.0%	24.2	25.6	26.8	1.6%	0.0%
Travel and subsistence	69.6	38.9	2.7	40.9	-16.2%	0.0%	46.0	53.7	57.0	11.7%	0.0%
Venues and facilities	9.6	12.3	0.9	4.9	-20.0%	0.0%	23.0	25.8	26.9	76.4%	0.0%
Interest and rent on land	181 849.1	204 769.4	232 595.7	269 234.0	14.0%	28.4%	301 806.3	334 979.2	363 514.8	10.5%	34.4%
<b>Transfers and subsidies<sup>1</sup></b>	<b>504 717.9</b>	<b>542 252.9</b>	<b>558 355.7</b>	<b>587 346.8</b>	<b>5.2%</b>	<b>70.1%</b>	<b>605 346.9</b>	<b>587 852.1</b>	<b>606 617.3</b>	<b>1.1%</b>	<b>64.7%</b>
Provinces and municipalities	484 263.8	520 304.5	536 225.8	561 818.4	5.1%	67.3%	578 571.2	561 162.6	579 946.9	1.1%	61.8%
Departmental agencies and accounts	14 327.2	15 379.3	16 069.2	17 564.1	7.0%	2.0%	18 206.9	18 119.1	17 451.2	-0.2%	1.9%
Foreign governments and international organisations	1 159.1	1 134.8	922.0	1 928.0	18.5%	0.2%	1 635.5	1 610.5	1 946.8	0.3%	0.2%
<b>Payments for capital assets</b>	<b>23.4</b>	<b>13.6</b>	<b>45.6</b>	<b>64.4</b>	<b>40.1%</b>	<b>0.0%</b>	<b>38.2</b>	<b>31.6</b>	<b>26.6</b>	<b>-25.6%</b>	<b>0.0%</b>
Machinery and equipment	20.5	13.5	32.6	58.9	42.2%	0.0%	32.3	30.6	26.6	-23.3%	0.0%
Software and other intangible assets	3.0	0.0	13.0	5.6	23.2%	0.0%	5.9	1.0	-	-100.0%	0.0%
<b>Payments for financial assets</b>	<b>4 756.4</b>	<b>4 742.3</b>	<b>9 276.0</b>	<b>17 023.1</b>	<b>53.0%</b>	<b>1.1%</b>	<b>1 998.3</b>	<b>1 917.1</b>	<b>863.1</b>	<b>-63.0%</b>	<b>0.6%</b>
<b>Total</b>	<b>693 418.0</b>	<b>753 792.5</b>	<b>802 153.8</b>	<b>876 644.5</b>	<b>8.1%</b>	<b>100.0%</b>	<b>911 965.8</b>	<b>927 928.9</b>	<b>974 265.6</b>	<b>3.6%</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 8.3 Vote transfers and subsidies trends and estimates**

R thousand	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>4 966 046</b>	<b>5 432 145</b>	<b>5 136 767</b>	<b>6 034 225</b>	<b>6.7%</b>	<b>1.0%</b>	<b>6 931 131</b>	<b>6 957 540</b>	<b>7 270 017</b>	<b>6.4%</b>	<b>1.1%</b>
Employee social benefits	11 586	12 493	8 012	5 468	-22.1%	-	1 972	1 759	1 856	-30.2%	-
Contribution to provident funds for associated institutions	238	250	183	385	17.4%	-	399	401	419	2.9%	-
Parliamentary awards	19	19	11	26	11.0%	-	27	26	27	1.3%	-
Other benefits	96 855	118 842	29 998	111 270	4.7%	-	115 342	115 785	120 985	2.8%	-
Injury on duty	640 530	647 903	572 317	736 327	4.8%	0.1%	763 272	766 205	800 615	2.8%	0.1%
Post-retirement medical scheme	2 796 113	3 182 124	3 584 225	4 308 362	15.5%	0.6%	5 147 406	5 169 211	5 401 357	7.8%	0.8%
Special pensions	468 578	474 629	552 946	486 343	1.2%	0.1%	506 160	506 076	528 804	2.8%	0.1%
Political Office Bearers Pension Fund	-	-	-	48 362	-	-	50 131	50 324	52 584	2.8%	-
Pension benefits: President of South Africa	10 753	10 409	6 076	14 465	10.4%	-	14 995	15 052	15 728	2.8%	-
South African citizen force	191 100	193 905	268 203	220 000	4.8%	-	228 051	228 927	239 208	2.8%	-
Civil protection	19	19	22	20	1.7%	-	21	21	22	3.2%	-
Non-statutory forces	737 300	778 589	102 411	-	-100.0%	0.1%	-	-	-	-	-
Post-retirement medical scheme: Parliamentary staff	2 904	3 194	3 514	3 560	7.0%	-	3 690	3 704	3 870	2.8%	-
Early retirement costs: Government Pensions Administration Agency	-	-	-	76 831	-	-	76 025	76 318	79 745	1.2%	-
Military pensions: Ex-service personnel	1 350	1 027	261	2 633	24.9%	-	2 729	2 740	2 863	2.8%	-
Other benefits: Ex-service personnel	8 701	8 742	8 588	20 173	32.4%	-	20 911	20 991	21 934	2.8%	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>12 685 483</b>	<b>13 383 903</b>	<b>13 474 124</b>	<b>16 114 073</b>	<b>8.3%</b>	<b>2.5%</b>	<b>17 804 641</b>	<b>17 710 691</b>	<b>17 024 465</b>	<b>1.8%</b>	<b>2.9%</b>
Finance and Accounting Services	2 060	2 217	2 632	2 250	3.0%	-	2 307	2 535	2 649	5.6%	-
Sector Education and Training Authority											
Communication	18	18	-	-	-100.0%	-	-	-	-	-	-
Cooperative Banks Development Agency	19 883	20 759	20 473	20 328	0.7%	-	20 831	20 911	21 850	2.4%	-
Financial and Fiscal Commission	51 782	54 319	63 821	63 199	6.9%	-	63 839	64 084	66 962	1.9%	-
Government Technical Advisory Centre	329 298	600 753	548 021	669 879	26.7%	0.1%	710 438	579 227	384 755	-16.9%	0.1%
Development Bank of Southern Africa	-	100 000	40 000	153 663	-	-	95 032	-	-	-100.0%	-

Table 8.3 Vote transfers and subsidies trends and estimates

	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/ Total (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R thousand											
Government Technical Advisory Centre: Independent power producer project preparation support	–	–	–	100 000	–	–	–	–	–	-100.0%	–
Accounting Standards Board	14 054	14 340	14 407	14 362	0.7%	–	14 569	14 626	15 283	2.1%	–
Independent Regulatory Board for Auditors	40 874	43 163	44 187	44 609	3.0%	–	45 684	45 857	49 917	3.8%	–
Auditor-General of South Africa	97 738	62 842	120 000	120 049	7.1%	–	122 582	123 052	128 578	2.3%	–
South African Revenue Service: Operations	7 757 918	7 814 599	7 972 738	10 154 053	9.4%	1.5%	11 481 257	11 606 355	11 082 680	3.0%	1.9%
South African Revenue Service: Office of the Tax Ombud	41 527	40 308	42 525	44 864	2.6%	–	46 524	51 241	53 542	6.1%	–
Financial Intelligence Centre: Operations	262 581	277 285	278 767	279 107	2.1%	0.1%	292 259	298 344	316 069	4.2%	–
Secret Services: Operations	4 067 750	4 353 300	4 326 553	4 367 554	2.4%	0.8%	4 701 912	4 696 417	4 902 180	3.9%	0.8%
Development Bank of Southern Africa: Support to the Infrastructure Fund operations	–	–	–	80 156	–	–	55 407	55 542	–	-100.0%	–
Development Bank of Southern Africa: Support to the Infrastructure Fund Social Housing programme	–	–	–	–	–	–	152 000	152 500	–	–	–
<b>Capital</b>	<b>1 641 759</b>	<b>1 995 421</b>	<b>2 595 053</b>	<b>1 450 033</b>	<b>-4.1%</b>	<b>0.4%</b>	<b>402 268</b>	<b>408 380</b>	<b>426 723</b>	<b>-33.5%</b>	<b>0.1%</b>
Government Technical Advisory Centre	785	829	875	923	5.5%	–	957	999	1 044	4.2%	–
South African Revenue Service: Machinery and equipment	1 207 772	1 674 124	2 256 610	1 096 250	-3.2%	0.3%	–	–	–	-100.0%	–
Financial Intelligence Centre: Machinery and equipment	16 135	17 039	17 976	18 152	4.0%	–	24 561	19 379	20 249	3.7%	–
Secret Services: Machinery and equipment	417 067	303 429	319 592	334 708	-7.1%	0.1%	376 750	388 002	405 430	6.6%	0.1%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>1 023 103</b>	<b>1 002 454</b>	<b>787 079</b>	<b>1 788 285</b>	<b>20.5%</b>	<b>0.2%</b>	<b>1 491 198</b>	<b>1 434 807</b>	<b>1 766 170</b>	<b>-0.4%</b>	<b>0.3%</b>
Common Monetary Area compensation	997 833	976 938	762 982	1 742 733	20.4%	0.2%	1 444 932	1 403 295	1 733 329	-0.2%	0.3%
Collaborative Africa Budget Reform Initiative	2 565	2 152	2 213	2 525	-0.5%	–	2 458	2 444	2 554	0.4%	–
Commonwealth Fund for Technical Cooperation	5 816	5 816	5 662	5 943	0.7%	–	6 432	6 994	7 308	7.1%	–
International Finance Facility for Immunisation	13 550	14 553	14 831	16 500	6.8%	–	16 600	16 126	16 850	0.7%	–
African Institute for Economic Development and Planning	1 113	1 191	1 316	1 341	6.4%	–	1 280	1 460	1 440	2.4%	–
Regional Technical Assistance Centre for Southern Africa	1 074	1 227	75	1 200	3.8%	–	1 373	1 353	1 413	5.6%	–
New Development Bank Project Preparation Fund	–	–	–	15 000	–	–	15 000	–	–	-100.0%	–
United Kingdom tax	1 152	577	–	3 043	38.2%	–	3 123	3 135	3 276	2.5%	–
<b>Capital</b>	<b>136 020</b>	<b>132 319</b>	<b>134 898</b>	<b>139 708</b>	<b>0.9%</b>	<b>–</b>	<b>144 327</b>	<b>175 709</b>	<b>180 621</b>	<b>8.9%</b>	<b>–</b>
African Development Fund	82 431	78 699	78 571	80 000	-1.0%	–	77 700	109 369	114 281	12.6%	–
World Bank Group	53 589	53 620	56 327	59 708	3.7%	–	66 627	66 340	66 340	3.6%	–
<b>Provinces and municipalities</b>											
<b>Municipal bank accounts</b>											
<b>Current</b>	<b>13 114 612</b>	<b>13 849 031</b>	<b>14 715 600</b>	<b>15 324 557</b>	<b>5.3%</b>	<b>2.6%</b>	<b>16 060 464</b>	<b>16 161 926</b>	<b>16 887 749</b>	<b>3.3%</b>	<b>2.7%</b>
Local government financial management grant	504 566	532 822	544 862	552 061	3.0%	0.1%	566 395	568 571	594 105	2.5%	0.1%
Infrastructure skills development grant	141 492	149 416	143 860	155 217	3.1%	–	159 246	159 857	167 036	2.5%	–
General fuel levy sharing with metropolitan municipalities	12 468 554	13 166 793	14 026 878	14 617 279	5.4%	2.5%	15 334 823	15 433 498	16 126 608	3.3%	2.6%
<b>Capital</b>	<b>862 726</b>	<b>901 723</b>	<b>793 139</b>	<b>1 658 923</b>	<b>24.4%</b>	<b>0.2%</b>	<b>1 753 960</b>	<b>1 851 605</b>	<b>1 040 736</b>	<b>-14.4%</b>	<b>0.3%</b>
Programme and project preparation support grant	293 609	310 051	313 722	341 312	5.1%	0.1%	360 886	376 792	393 714	4.9%	0.1%
Neighbourhood development partnership grant	569 117	591 672	479 417	1 317 611	32.3%	0.1%	1 393 074	1 474 813	647 022	-21.1%	0.2%
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>1 649</b>	<b>2 130</b>	<b>2 014</b>	<b>2 042</b>	<b>7.4%</b>	<b>–</b>	<b>2 096</b>	<b>2 303</b>	<b>2 406</b>	<b>5.6%</b>	<b>–</b>
Bursaries for non-employees	1 649	2 130	2 014	2 042	7.4%	–	2 096	2 303	2 406	5.6%	–
<b>Provinces and municipalities</b>											
<b>Provincial revenue funds</b>											
<b>Current</b>	<b>470 286 510</b>	<b>505 553 753</b>	<b>520 717 021</b>	<b>544 834 911</b>	<b>5.0%</b>	<b>93.1%</b>	<b>560 756 789</b>	<b>543 149 099</b>	<b>562 018 365</b>	<b>1.0%</b>	<b>92.6%</b>
Provincial equitable share	470 286 510	505 553 753	520 717 021	544 834 911	5.0%	93.1%	560 756 789	543 149 099	562 018 365	1.0%	92.6%
<b>Total</b>	<b>504 717 908</b>	<b>542 252 879</b>	<b>558 355 695</b>	<b>587 346 757</b>	<b>5.2%</b>	<b>100.0%</b>	<b>605 346 874</b>	<b>587 852 060</b>	<b>606 617 252</b>	<b>1.1%</b>	<b>100.0%</b>

## Personnel information

**Table 8.4 Vote personnel numbers and cost by salary level and programme<sup>1</sup>**

Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2020/21			2021/22			2022/23			2023/24			2024/25			2021/22 - 2024/25		
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>National Treasury</b>																			
<b>Salary level</b>	<b>1 206</b>	<b>131</b>	<b>1 030</b>	<b>778.6</b>	<b>0.8</b>	<b>1 045</b>	<b>826.5</b>	<b>0.8</b>	<b>1 090</b>	<b>888.4</b>	<b>0.8</b>	<b>1 075</b>	<b>890.0</b>	<b>0.8</b>	<b>1 041</b>	<b>902.0</b>	<b>0.9</b>	<b>-0.1%</b>	<b>100.0%</b>
1 – 6	140	84	130	31.8	0.2	132	34.9	0.3	131	35.1	0.3	128	32.5	0.3	126	33.4	0.3	-1.5%	12.2%
7 – 10	431	39	376	199.0	0.5	370	206.6	0.6	390	224.6	0.6	380	217.0	0.6	369	220.2	0.6	-0.1%	35.5%
11 – 12	333	1	271	237.2	0.9	259	236.1	0.9	279	266.3	1.0	279	274.7	1.0	266	275.9	1.0	0.9%	25.5%
13 – 16	300	7	251	306.3	1.2	282	344.5	1.2	288	357.8	1.2	286	361.1	1.3	278	367.8	1.3	-0.5%	26.7%
Other	2	–	2	4.4	2.2	2	4.4	2.2	2	4.5	2.3	2	4.6	2.3	2	4.8	2.4	–	0.2%
<b>Programme</b>	<b>1 206</b>	<b>131</b>	<b>1 030</b>	<b>778.6</b>	<b>0.8</b>	<b>1 045</b>	<b>826.5</b>	<b>0.8</b>	<b>1 090</b>	<b>888.4</b>	<b>0.8</b>	<b>1 075</b>	<b>890.0</b>	<b>0.8</b>	<b>1 041</b>	<b>902.0</b>	<b>0.9</b>	<b>-0.1%</b>	<b>100.0%</b>
Programme 1	379	72	323	188.3	0.6	336	208.4	0.6	328	216.8	0.7	316	217.1	0.7	306	220.4	0.7	-3.1%	30.3%
Programme 2	108	6	83	71.7	0.9	90	80.8	0.9	98	89.8	0.9	97	90.0	0.9	90	87.3	1.0	0.1%	8.8%
Programme 3	278	7	237	212.6	0.9	234	220.2	0.9	254	240.5	0.9	254	240.7	0.9	244	243.3	1.0	1.4%	23.2%
Programme 4	115	9	102	80.0	0.8	99	82.5	0.8	102	86.7	0.8	103	87.1	0.8	102	90.3	0.9	0.9%	9.6%
Programme 5	292	36	255	196.9	0.8	260	206.5	0.8	281	224.8	0.8	279	225.0	0.8	274	230.0	0.8	1.8%	25.7%
Programme 6	34	1	30	29.1	1.0	26	28.1	1.1	27	29.8	1.1	26	30.1	1.2	25	30.7	1.2	-1.3%	2.4%

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

2. Rand million.

## Departmental receipts

**Table 8.5 Departmental receipts by economic classification**

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2018/19	2019/20	2020/21					2021/22	2022/23	2023/24		
<b>Departmental receipts</b>	<b>7 113 723</b>	<b>8 639 087</b>	<b>6 924 774</b>	<b>6 422 788</b>	<b>7 579 788</b>	<b>2.1%</b>	<b>35.1%</b>	<b>6 829 753</b>	<b>7 062 923</b>	<b>7 382 091</b>	<b>-0.9%</b>	<b>64.1%</b>
<b>Sales of goods and services produced by department</b>	<b>125 191</b>	<b>75 443</b>	<b>14 251</b>	<b>15 041</b>	<b>15 041</b>	<b>-50.7%</b>	<b>0.3%</b>	<b>530</b>	<b>545</b>	<b>561</b>	<b>-66.6%</b>	<b>–</b>
Sales by market establishments	91	83	110	116	116	8.4%	–	120	122	125	2.5%	–
of which:												
Rental parking: Covered and open	91	83	110	116	116	8.4%	–	120	122	125	2.5%	–
Administrative fees	1	1	1	13	13	135.1%	–	20	21	22	19.2%	–
of which:												
Required information: Duplicate certificates	1	1	1	13	13	135.1%	–	20	21	22	19.2%	–
Other sales	125 099	75 359	14 140	14 912	14 912	-50.8%	0.3%	390	402	414	-69.7%	–
of which:												
Commission: Insurance	100	106	90	95	95	-1.7%	–	100	105	107	4.0%	–
Directors fees	220	232	145	153	153	-11.4%	–	200	202	206	10.4%	–
Replacement of security cards	15	16	10	11	11	-9.8%	–	20	20	21	24.1%	–
Fees for government guarantee insurance	124 749	74 975	13 855	14 603	14 603	-51.1%	0.3%	–	–	–	-100.0%	–
Sales of assets less than R5 000	15	30	40	50	50	49.4%	–	70	75	80	17.0%	–

**Table 8.5 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 (%)
	2018/19	2019/20	2020/21					2021/22	2022/23	2023/24		
R thousand												
<b>Sales of scrap, waste, arms and other used current goods</b>	<b>188</b>	<b>2</b>	<b>77</b>	<b>28</b>	<b>28</b>	<b>-47.0%</b>	<b>-</b>	<b>28</b>	<b>30</b>	<b>32</b>	<b>4.6%</b>	<b>-</b>
<i>of which:</i>												
Wastepaper	173	2	7	7	7	-65.7%	-	7	8	9	8.7%	-
Departmental publications	15	-	20	21	21	11.9%	-	21	22	23	3.1%	-
Scrap	-	-	50	-	-	-	-	-	-	-	-	-
<b>Interest, dividends and rent on land</b>	<b>6 830 187</b>	<b>8 310 124</b>	<b>6 634 658</b>	<b>6 117 048</b>	<b>7 274 048</b>	<b>2.1%</b>	<b>33.7%</b>	<b>6 538 425</b>	<b>6 771 048</b>	<b>7 090 048</b>	<b>-0.9%</b>	<b>61.5%</b>
Interest	6 750 187	8 138 819	6 446 757	5 919 000	7 076 000	1.6%	33.0%	6 340 377	6 573 000	6 892 000	-0.9%	59.7%
Dividends	80 000	171 305	187 901	198 048	198 048	35.3%	0.7%	198 048	198 048	198 048	-	1.8%
<i>of which:</i>												
South African Special Risks Insurance Association	80 000	171 305	187 901	198 048	198 048	35.3%	0.7%	198 048	198 048	198 048	-	1.8%
<b>Sales of capital assets</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transactions in financial assets and liabilities</b>	<b>158 157</b>	<b>253 483</b>	<b>275 788</b>	<b>290 671</b>	<b>290 671</b>	<b>22.5%</b>	<b>1.1%</b>	<b>290 770</b>	<b>291 300</b>	<b>291 450</b>	<b>0.1%</b>	<b>2.6%</b>
<b>National Revenue Fund receipts</b>	<b>11 999 374</b>	<b>12 801 333</b>	<b>25 769 918</b>	<b>4 612 644</b>	<b>5 339 507</b>	<b>-23.7%</b>	<b>64.9%</b>	<b>2 646 000</b>	<b>4 773 000</b>	<b>3 397 000</b>	<b>-14.0%</b>	<b>35.9%</b>
<i>of which:</i>												
Revaluation of profits on foreign currency transactions	10 390 835	8 958 256	11 042 461	2 811 000	3 389 241	-31.2%	39.2%	2 646 000	4 773 000	3 397 000	0.1%	31.6%
Premiums on loan transactions	1 161 388	3 462 654	14 327 910	377 326	738 558	-14.0%	22.9%	-	-	-	-100.0%	1.6%
Other (mainly penalties on retail bonds and profit on script lending)	2 553	2 345	2 221	1 891	3 355	9.5%	-	-	-	-	-100.0%	-
Premiums on debt portfolio restructuring (switches)	444 598	378 078	397 326	1 422 427	1 208 353	39.6%	2.8%	-	-	-	-100.0%	2.7%
<b>Total</b>	<b>19 113 097</b>	<b>21 440 420</b>	<b>32 694 692</b>	<b>11 035 432</b>	<b>12 919 295</b>	<b>-12.2%</b>	<b>100.0%</b>	<b>9 475 753</b>	<b>11 835 923</b>	<b>10 779 091</b>	<b>-5.9%</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 8.6 Administration expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24			2024/25
R million												
Ministry	3.7	3.7	3.7	4.4	6.1%	0.8%	4.4	4.4	4.6	1.5%	0.8%	
Departmental Management	51.1	30.9	24.7	48.4	-1.8%	8.1%	56.3	57.3	60.3	7.6%	10.2%	
Corporate Services	126.4	133.1	171.9	194.8	15.5%	32.7%	167.3	188.3	200.0	0.9%	34.6%	
Enterprise-wide Risk Management	29.3	31.6	29.5	37.4	8.5%	6.7%	37.3	33.9	35.4	-1.9%	6.6%	
Financial Administration	43.4	47.3	46.9	49.3	4.4%	9.8%	53.6	53.9	50.1	0.5%	9.5%	
Legal Services	22.3	22.2	25.1	23.8	2.2%	4.9%	23.9	24.1	24.6	1.1%	4.4%	
Internal Audit	32.2	34.2	19.6	33.1	1.0%	6.2%	31.1	31.5	33.0	-0.1%	5.9%	
Communications	9.7	10.9	9.5	10.4	2.4%	2.1%	9.2	9.3	9.7	-2.2%	1.8%	
Office Accommodation	106.2	139.7	165.4	139.7	9.6%	28.8%	138.4	141.3	145.8	1.4%	26.0%	
<b>Total</b>	<b>424.3</b>	<b>453.6</b>	<b>496.3</b>	<b>541.4</b>	<b>8.5%</b>	<b>100.0%</b>	<b>521.6</b>	<b>544.0</b>	<b>563.5</b>	<b>1.3%</b>	<b>100.0%</b>	
Change to 2021 Budget estimate				10.7			(14.1)	6.3	(11.8)			

**Table 8.6 Administration expenditure trends and estimates by subprogramme and economic classification**

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21		2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25		
R million											
<b>Current payments</b>	<b>402.4</b>	<b>438.9</b>	<b>450.0</b>	<b>497.5</b>	<b>7.3%</b>	<b>93.4%</b>	<b>498.6</b>	<b>521.7</b>	<b>545.7</b>	<b>3.1%</b>	<b>95.1%</b>
Compensation of employees	190.8	192.4	188.3	210.2	3.3%	40.8%	216.8	217.1	220.4	1.6%	39.8%
Goods and services	211.6	246.5	261.7	287.3	10.7%	52.6%	281.8	304.6	325.2	4.2%	55.2%
of which:											
Computer services	28.2	44.1	45.5	70.2	35.6%	9.8%	67.4	89.9	102.8	13.6%	15.2%
Consultants: Business and advisory services	12.3	19.9	5.9	15.3	7.7%	2.8%	20.9	14.4	15.3	-0.1%	3.0%
Legal services	13.5	12.4	16.8	14.9	3.4%	3.0%	16.2	16.2	16.3	3.0%	2.9%
Contractors	20.2	17.7	12.6	16.5	-6.5%	3.5%	15.2	14.1	14.7	-3.9%	2.8%
Operating leases	57.7	81.0	126.8	85.9	14.2%	18.3%	86.6	88.3	90.2	1.7%	16.2%
Property payments	19.7	24.4	16.3	25.5	9.0%	4.5%	24.2	25.6	26.8	1.6%	4.7%
<b>Transfers and subsidies</b>	<b>7.3</b>	<b>6.4</b>	<b>5.5</b>	<b>5.5</b>	<b>-9.1%</b>	<b>1.3%</b>	<b>4.4</b>	<b>4.8</b>	<b>5.1</b>	<b>-2.6%</b>	<b>0.9%</b>
Departmental agencies and accounts	2.1	2.2	2.6	2.3	2.7%	0.5%	2.3	2.5	2.6	5.6%	0.4%
Households	5.2	4.2	2.8	3.2	-14.8%	0.8%	2.1	2.3	2.4	-9.2%	0.5%
<b>Payments for capital assets</b>	<b>13.9</b>	<b>8.0</b>	<b>40.8</b>	<b>38.4</b>	<b>40.3%</b>	<b>5.3%</b>	<b>18.6</b>	<b>17.5</b>	<b>12.7</b>	<b>-30.8%</b>	<b>4.0%</b>
Machinery and equipment	11.5	8.0	27.8	38.4	49.3%	4.5%	18.6	17.5	12.7	-30.8%	4.0%
Software and other intangible assets	2.4	0.0	13.0	-	-100.0%	0.8%	-	-	-	-	-
<b>Payments for financial assets</b>	<b>0.7</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>
<b>Total</b>	<b>424.3</b>	<b>453.6</b>	<b>496.3</b>	<b>541.4</b>	<b>8.5%</b>	<b>100.0%</b>	<b>521.6</b>	<b>544.0</b>	<b>563.5</b>	<b>1.3%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.2%</b>	<b>-</b>	<b>-</b>	<b>1.5%</b>	<b>1.6%</b>	<b>1.7%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>3.6</b>	<b>2.1</b>	<b>0.8</b>	<b>1.2</b>	<b>-30.9%</b>	<b>0.4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.1%</b>
Employee social benefits	3.6	2.1	0.8	1.2	-30.9%	0.4%	-	-	-	-100.0%	0.1%
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>2.1</b>	<b>2.2</b>	<b>2.6</b>	<b>2.3</b>	<b>3.0%</b>	<b>0.5%</b>	<b>2.3</b>	<b>2.5</b>	<b>2.6</b>	<b>5.6%</b>	<b>0.4%</b>
Finance and Accounting Services	2.1	2.2	2.6	2.3	3.0%	0.5%	2.3	2.5	2.6	5.6%	0.4%
Sector Education and Training Authority											
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>1.6</b>	<b>2.1</b>	<b>2.0</b>	<b>2.0</b>	<b>7.4%</b>	<b>0.4%</b>	<b>2.1</b>	<b>2.3</b>	<b>2.4</b>	<b>5.6%</b>	<b>0.4%</b>
Bursaries for non-employees	1.6	2.1	2.0	2.0	7.4%	0.4%	2.1	2.3	2.4	5.6%	0.4%

## Personnel information

**Table 8.7 Administration personnel numbers and cost by salary level<sup>1</sup>**

Administration	Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21	2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25							
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
<b>Administration</b>	<b>379</b>	<b>72</b>	<b>323</b>	<b>188.3</b>	<b>0.6</b>	<b>336</b>	<b>208.4</b>	<b>0.6</b>	<b>328</b>	<b>216.8</b>	<b>0.7</b>	<b>316</b>	<b>217.1</b>	<b>0.7</b>	<b>306</b>	<b>220.4</b>	<b>0.7</b>	<b>-3.1%</b>	<b>100.0%</b>
Salary level																			
1 – 6	108	65	101	23.6	0.2	102	25.9	0.3	102	26.3	0.3	101	24.9	0.2	100	25.7	0.3	-0.7%	31.5%
7 – 10	148	2	127	68.3	0.5	129	72.6	0.6	125	74.3	0.6	118	70.0	0.6	112	69.8	0.6	-4.7%	37.6%
11 – 12	72	1	54	47.0	0.9	52	47.8	0.9	52	57.2	1.1	51	65.3	1.3	50	67.6	1.3	-1.3%	16.0%
13 – 16	49	4	39	45.0	1.2	51	57.7	1.1	47	54.5	1.2	44	52.3	1.2	42	52.5	1.3	-6.3%	14.3%
Other	2	-	2	4.4	2.2	2	4.4	2.2	2	4.5	2.3	2	4.6	2.3	2	4.8	2.4	-	0.6%

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

2. Rand million.

## Programme 2: Economic Policy, Tax, Financial Regulation and Research

### Programme purpose

Provide specialist policy research, analysis and advisory services in the areas of macroeconomics, microeconomics, the financial sector, taxation and regulatory reform.

### Objectives

- Improve South Africa's macroeconomic and microeconomic framework by conducting ongoing analytical work and research and developing policy advisory services.

- Build and maintain economic research capacity to inform economic policy in South Africa by providing academic and research institutions with funding annually.
- Promote an effective, equitable and efficient tax policy framework and tax administrative system by developing and updating tax policies and supporting legislation for the annual budget process.

### Subprogrammes

- *Programme Management for Economic Policy, Tax, Financial Regulation and Research* provides overall programme management and policy advice to government relating to the promotion of economic growth, employment, and microeconomic and macroeconomic stability.
- *Financial Sector Policy* is responsible for developing policy on the regulation of the financial sector in South Africa; developing policies to broaden access to financial services for all South Africans; and developing policies to improve the national savings rate through reforms to the legislative framework governing the savings industry, including work undertaken towards the implementation of proposals for retirement reform.
- *Tax Policy* is responsible for drafting annual tax proposals and tax legislation as part of the national budget to promote an effective, equitable and efficient tax policy framework and tax administrative system that ensures sustainable growth and delivery on government's mandate to address the needs of all South Africans. This includes providing tax proposals towards improved environmental sustainability.
- *Economic Policy* provides macroeconomic and microeconomic forecasts, policy analysis on microeconomic and regulatory issues, economic impact assessments, and scenario modelling to provide sound policy advice on the economic environment for the annual budget and other government processes. Although policy advice is mainly focused on creating decent employment through inclusive growth, this subprogramme also provides analytical work and policy advice on a wide range of issues, including inflation management; electricity pricing; economic growth; structural budget balances; industrial policy; policy related to small, medium, and micro enterprises; and the exchange rate.
- *Cooperative Banks Development Agency* facilitates the transfer payment to the Cooperative Banks Development Agency, which provides for the registration, supervision and regulation of cooperative banks and the development of cooperative financial institutions – such as savings and credit cooperatives, community banks, village banks and financial services cooperatives – into cooperative banks.

### Expenditure trends and estimates

**Table 8.8 Economic Policy, Tax, Financial Regulation and Research expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)		Average Expenditure/ Total (%)	
	2018/19	2019/20	2020/21		2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2024/25		
R million													
Programme Management for Economic Policy, Tax, Financial Regulation and Research	44.4	33.4	37.1	47.7	2.4%	30.0%	51.5	53.2	49.5	1.2%	31.9%		
Financial Sector Policy	21.6	19.5	18.0	25.0	5.0%	15.5%	24.7	25.0	25.8	1.0%	15.9%		
Tax Policy	30.9	30.0	27.4	32.2	1.3%	22.2%	32.6	32.7	30.9	-1.3%	20.3%		
Economic Policy	21.9	21.1	21.8	28.6	9.2%	17.2%	28.6	28.5	32.3	4.1%	18.6%		
Cooperative Banks Development Agency	19.9	20.8	20.5	20.3	0.7%	15.0%	20.8	20.9	21.9	2.4%	13.3%		
<b>Total</b>	<b>138.8</b>	<b>124.9</b>	<b>124.7</b>	<b>153.8</b>	<b>3.5%</b>	<b>100.0%</b>	<b>158.2</b>	<b>160.4</b>	<b>160.4</b>	<b>1.4%</b>	<b>100.0%</b>		
Change to 2021 Budget estimate				–			1.2	2.9	(1.4)				

**Table 8.8 Economic Policy, Tax, Financial Regulation and Research expenditure trends and estimates by subprogramme and economic classification**

Economic classification	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
<b>Current payments</b>	<b>118.0</b>	<b>103.5</b>	<b>104.0</b>	<b>131.3</b>	<b>3.6%</b>	<b>84.3%</b>	<b>136.1</b>	<b>138.6</b>	<b>137.5</b>	<b>1.6%</b>	<b>85.9%</b>
Compensation of employees	73.0	70.8	71.7	85.3	5.3%	55.5%	89.8	90.0	87.3	0.8%	55.7%
Goods and services	45.0	32.7	32.2	46.0	0.7%	28.8%	46.4	48.6	50.2	2.9%	30.2%
<i>of which:</i>											
<i>Bursaries: Employees</i>	<i>0.4</i>	<i>0.2</i>	<i>0.4</i>	<i>0.4</i>	<i>-0.7%</i>	<i>0.2%</i>	<i>0.5</i>	<i>0.5</i>	<i>0.5</i>	<i>7.6%</i>	<i>0.3%</i>
<i>Consultants: Business and advisory services</i>	<i>31.2</i>	<i>23.6</i>	<i>27.3</i>	<i>35.0</i>	<i>3.9%</i>	<i>21.6%</i>	<i>31.8</i>	<i>33.7</i>	<i>35.4</i>	<i>0.4%</i>	<i>21.5%</i>
<i>Consumables: Stationery, printing and office supplies</i>	<i>2.1</i>	<i>1.0</i>	<i>0.7</i>	<i>1.8</i>	<i>-5.7%</i>	<i>1.0%</i>	<i>2.2</i>	<i>2.2</i>	<i>2.2</i>	<i>8.4%</i>	<i>1.3%</i>
<i>Travel and subsistence</i>	<i>7.1</i>	<i>4.7</i>	<i>0.2</i>	<i>4.3</i>	<i>-15.2%</i>	<i>3.0%</i>	<i>5.3</i>	<i>6.5</i>	<i>6.8</i>	<i>16.3%</i>	<i>3.6%</i>
<i>Training and development</i>	<i>0.6</i>	<i>0.1</i>	<i>0.1</i>	<i>0.5</i>	<i>-2.9%</i>	<i>0.2%</i>	<i>0.6</i>	<i>0.6</i>	<i>0.6</i>	<i>7.7%</i>	<i>0.4%</i>
<i>Operating payments</i>	<i>2.0</i>	<i>2.0</i>	<i>2.7</i>	<i>2.8</i>	<i>11.4%</i>	<i>1.7%</i>	<i>4.1</i>	<i>3.4</i>	<i>2.7</i>	<i>-0.1%</i>	<i>2.1%</i>
<b>Transfers and subsidies</b>	<b>20.3</b>	<b>21.1</b>	<b>20.7</b>	<b>20.7</b>	<b>0.6%</b>	<b>15.3%</b>	<b>20.8</b>	<b>20.9</b>	<b>21.9</b>	<b>1.8%</b>	<b>13.3%</b>
Departmental agencies and accounts	19.9	20.8	20.5	20.3	0.7%	15.0%	20.8	20.9	21.9	2.4%	13.3%
Households	0.4	0.4	0.2	0.4	-4.1%	0.2%	-	-	-	-100.0%	0.1%
<b>Payments for capital assets</b>	<b>0.5</b>	<b>0.2</b>	<b>0.1</b>	<b>1.8</b>	<b>59.4%</b>	<b>0.5%</b>	<b>1.3</b>	<b>0.9</b>	<b>1.0</b>	<b>-18.4%</b>	<b>0.8%</b>
Machinery and equipment	0.5	0.2	0.1	1.8	59.4%	0.5%	1.3	0.9	1.0	-18.4%	0.8%
<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>138.8</b>	<b>124.9</b>	<b>124.7</b>	<b>153.8</b>	<b>3.5%</b>	<b>100.0%</b>	<b>158.2</b>	<b>160.4</b>	<b>160.4</b>	<b>1.4%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.5%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>-</b>	<b>-</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.4</b>	<b>0.4</b>	<b>0.2</b>	<b>0.4</b>	<b>-4.1%</b>	<b>0.2%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.1%</b>
Employee social benefits	0.4	0.4	0.2	0.4	-4.1%	0.2%	-	-	-	-100.0%	0.1%
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>19.9</b>	<b>20.8</b>	<b>20.5</b>	<b>20.3</b>	<b>0.7%</b>	<b>15.0%</b>	<b>20.8</b>	<b>20.9</b>	<b>21.9</b>	<b>2.4%</b>	<b>13.3%</b>
Cooperative Banks Development Agency	19.9	20.8	20.5	20.3	0.7%	15.0%	20.8	20.9	21.9	2.4%	13.3%

## Personnel information

**Table 8.9 Economic Policy, Tax, Financial Regulation and Research personnel numbers and cost by salary level<sup>1</sup>**

Economic Policy, Tax, Financial Regulation and Research	Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment										Average growth rate (%) 2021/22 - 2024/25	Average: Salary level/Total (%)					
	Number of funded posts	Number of posts additional to the establishment	Actual		Revised estimate		Medium-term expenditure estimate												
			2020/21	2021/22	2022/23	2023/24	2024/25												
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
<b>Salary level</b>	<b>108</b>	<b>6</b>	<b>83</b>	<b>71.7</b>	<b>0.9</b>	<b>90</b>	<b>80.8</b>	<b>0.9</b>	<b>98</b>	<b>89.8</b>	<b>0.9</b>	<b>97</b>	<b>90.0</b>	<b>0.9</b>	<b>90</b>	<b>87.3</b>	<b>1.0</b>	<b>0.1%</b>	<b>100.0%</b>
1 – 6	6	5	5	2.4	0.5	5	2.5	0.5	5	2.5	0.5	4	1.9	0.5	4	2.0	0.5	-7.2%	4.8%
7 – 10	26	-	22	10.1	0.5	24	13.2	0.6	24	13.5	0.6	23	12.4	0.5	23	13.0	0.6	-1.4%	25.1%
11 – 12	28	-	18	14.4	0.8	17	13.5	0.8	22	17.7	0.8	21	16.8	0.8	18	15.2	0.8	1.9%	20.8%
13 – 16	48	1	38	44.8	1.2	44	51.6	1.2	47	56.0	1.2	49	58.9	1.2	45	57.2	1.3	0.9%	49.3%

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

2. Rand million.

## Programme 3: Public Finance and Budget Management

### Programme purpose

Provide analysis and advice on fiscal policy and public finances, intergovernmental financial relations, and expenditure planning and priorities. Manage government's annual budget process and provide public finance management support. Facilitate employment creation and high-impact government initiatives, and strengthen infrastructure planning and delivery.

## Objectives

- Promote growth, social development and the reduction of poverty through sound fiscal and financial policies, and the effective, efficient and appropriate allocation of public funds annually.
- Prepare a national budget annually that gives effect to government's economic, fiscal, social and developmental goals as expressed in the National Development Plan and government's 2019-2024 medium-term strategic framework to provide fiscal policy advice by monitoring economic and fiscal trends, and advising on policy options and the budget framework.
- Deepen transparency in the allocation of public finances through the annual production and publication of: the Budget Review; Estimates of National Expenditure; Medium-Term Budget Policy Statement; Adjusted Estimates of National Expenditure; and appropriation legislation containing relevant, accurate and clear financial information, and associated indicators of service delivery and performance.
- Contribute to public policy and programme development by providing support for planning, policy and programme analysis, budgeting, project management, and public finance reform in provinces and municipalities on an ongoing basis.
- Promote public and private investment in infrastructure and public services on an ongoing basis by providing technical support for capital expenditure planning and project analysis, advice on financing alternatives, support for municipal development, and financial assistance for neighbourhood development projects.
- Measure the use of public financial resources by monitoring, supporting and analysing public expenditure and service delivery for social and economic development and infrastructure investment on an ongoing basis.
- Support and enable budget analysis by a broad range of stakeholders, including Parliament, on an ongoing basis, and increase public participation with regards to the budget.
- Build capacity in the public sector by providing diagnostic and advisory services, and support for organisational development, specialised procurement, improved public finance management, and programme and project implementation on an ongoing basis.
- Enhance budget and financial management practices by strengthening public finance management capacity in municipalities and supporting provincial treasury oversight of local government financial management on an ongoing basis.
- Ensure liveable, sustainable, resilient, efficient and integrated towns and cities by promoting public and private investment in city development, integrated urban networks and neighbourhood development initiatives on an ongoing basis.
- Stimulate employment and inclusive growth by supporting innovative and partnership-based approaches to employment creation, work-seeker support and enterprise development on an ongoing basis.
- Ensure technical capacity in the local government built environment by supporting infrastructure planning and implementation in all provinces, and infrastructure skills development in all municipalities on an ongoing basis.

## Subprogrammes

- *Programme Management for Public Finance and Budget Management* provides support to the programme's planning, monitoring and delivery functions. Key activities include oversight and managing the processes related to the annual publication of the Medium-Term Budget Policy Statement, the coordination of the annual budget, and the production of the Division of Revenue Bill for the 3 spheres of government.
- *Public Finance* provides financial and budgetary analysis of government programmes, advises on policy and service delivery trends, and manages National Treasury's relations with other national departments.
- *Budget Office and Coordination* is responsible for the national budget process including the publication of the Budget Review, Estimates of National Expenditure, Medium-Term Budget Policy Statement and Adjusted Estimates of National Expenditure. The unit leads the budget reform programme, coordinates international technical assistance and donor finance, provides advice on public service remuneration and pension arrangements, compiles public finance statistics, and provides fiscal policy advice.

- *Intergovernmental Relations* coordinates fiscal relations between national, provincial and local government; promotes sound provincial and municipal budgetary planning, reporting and financial management; and provides support for government with the aim of promoting improved infrastructure planning and management to support service delivery targets in all spheres of government.
- *Financial and Fiscal Commission* facilitates the annual transfer payment to the Financial and Fiscal Commission, which provides independent, objective, impartial and unbiased advice to all 3 spheres of government on the division of revenue, as well as advice on the enactment of legislation pertaining to provincial taxes, municipal fiscal powers and functions, and provincial and municipal loans.
- *Facilitation of Conditional Grants* facilitates conditional grants administered by National Treasury aimed at strengthening public and private investment in improved living and working conditions in townships, and creating spatially resilient, efficient and integrated towns and cities. These grants are further aimed at promoting accelerated and inclusive development in major urban areas through better governance and built environment planning, improved human settlements and public transport management, local economic development, environmental sustainability and climate resilience.
- *Catalytic Infrastructure and Development Support Programme* provides technical assistance and support to National Treasury, provincial treasuries and municipalities by assigning professional advisers with experience and expertise in municipal financial management to facilitate key reforms and skills transfer through the municipal finance improvement programme. This subprogramme further helps to develop infrastructure planning and project management capacity.
- *Government Technical Advisory Centre* provides technical consulting services, specialised procurement and project management support, infrastructure advice, and knowledge management in support of efficient, effective and transparent public finance management. This subprogramme also comprises a facilitation fund that supports innovative and partnership-based approaches to sustainable employment creation, work-seeker support and enterprise development through the Jobs Fund; and supports research on employment, income distribution and inclusive growth.

## Expenditure trends and estimates

**Table 8.10 Public Finance and Budget Management expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average Expenditure/Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
Programme Management for Public Finance and Budget Management	19.1	23.3	14.1	32.0	18.8%	0.7%	34.7	35.0	28.9	-3.4%	0.8%
Public Finance	64.0	68.5	68.6	64.9	0.5%	2.1%	64.7	64.7	67.4	1.3%	1.6%
Budget Office and Coordination	59.7	59.9	55.5	66.6	3.7%	1.9%	66.4	66.4	69.2	1.3%	1.6%
Intergovernmental Relations	100.8	100.8	92.5	227.9	31.3%	4.2%	285.5	323.1	589.8	37.3%	8.6%
Financial and Fiscal Commission	51.8	54.3	63.8	63.2	6.9%	1.9%	63.8	64.1	67.0	1.9%	1.6%
Facilitation of Conditional Grants	1 508.8	1 584.0	1 481.9	2 366.2	16.2%	55.5%	2 479.6	2 580.0	1 801.9	-8.7%	55.7%
Catalytic Infrastructure and Development Support Programme	323.8	370.4	311.0	677.9	27.9%	13.5%	654.1	561.0	351.1	-19.7%	13.5%
Government Technical Advisory Centre	402.5	674.9	609.8	838.8	27.7%	20.2%	789.4	660.2	467.8	-17.7%	16.6%
<b>Total</b>	<b>2 530.4</b>	<b>2 936.1</b>	<b>2 697.2</b>	<b>4 337.5</b>	<b>19.7%</b>	<b>100.0%</b>	<b>4 438.2</b>	<b>4 354.7</b>	<b>3 443.1</b>	<b>-7.4%</b>	<b>100.0%</b>
Change to 2021 Budget estimate				407.6			593.8	553.4	(15.0)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>636.0</b>	<b>593.2</b>	<b>559.7</b>	<b>900.6</b>	<b>12.3%</b>	<b>21.5%</b>	<b>877.5</b>	<b>920.3</b>	<b>1 186.5</b>	<b>9.6%</b>	<b>23.4%</b>
Compensation of employees	213.9	224.0	212.6	233.0	2.9%	7.1%	240.5	240.7	243.3	1.5%	5.8%
Goods and services	422.1	369.3	347.1	667.5	16.5%	14.4%	637.0	679.5	943.1	12.2%	17.7%
of which:											
Bursaries: Employees	1.0	0.5	1.2	1.5	16.1%	-	1.9	1.5	1.4	-4.2%	-
Computer services	0.5	0.6	1.1	1.5	43.6%	-	1.2	1.3	1.4	-2.7%	-
Consultants: Business and advisory services	400.4	354.7	339.2	643.3	17.1%	13.9%	615.1	656.3	919.6	12.6%	17.1%
Consumables: Stationery, printing and office supplies	1.0	0.7	1.5	2.0	25.0%	-	1.6	1.8	1.9	-0.9%	-
Travel and subsistence	10.6	7.3	0.6	10.0	-1.8%	0.2%	9.7	10.5	10.6	2.1%	0.2%
Operating payments	5.8	3.4	2.7	5.6	-1.3%	0.1%	3.6	3.9	4.0	-10.6%	0.1%
<b>Transfers and subsidies</b>	<b>1 892.6</b>	<b>2 341.7</b>	<b>2 136.2</b>	<b>3 434.2</b>	<b>22.0%</b>	<b>78.4%</b>	<b>3 557.5</b>	<b>3 432.4</b>	<b>2 254.6</b>	<b>-13.1%</b>	<b>76.5%</b>
Provinces and municipalities	1 508.8	1 584.0	1 481.9	2 366.2	16.2%	55.5%	2 479.6	2 580.0	1 801.9	-8.7%	55.7%
Departmental agencies and accounts	381.9	755.9	652.7	1 067.8	40.9%	22.9%	1 077.7	852.4	452.8	-24.9%	20.8%
Households	1.9	1.9	1.6	0.2	-54.3%	-	0.2	-	-	-100.0%	-

**Table 8.10 Public Finance and Budget Management 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million											
<b>Payments for capital assets</b>	<b>1.9</b>	<b>1.2</b>	<b>1.2</b>	<b>2.7</b>	<b>13.6%</b>	<b>0.1%</b>	<b>3.2</b>	<b>2.0</b>	<b>2.0</b>	<b>-10.1%</b>	<b>0.1%</b>
Machinery and equipment	1.9	1.2	1.2	2.7	13.6%	0.1%	3.2	2.0	2.0	-10.1%	0.1%
<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>2 530.4</b>	<b>2 936.1</b>	<b>2 697.2</b>	<b>4 337.5</b>	<b>19.7%</b>	<b>100.0%</b>	<b>4 438.2</b>	<b>4 354.7</b>	<b>3 443.1</b>	<b>-7.4%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>8.9%</b>	<b>9.9%</b>	<b>7.9%</b>	<b>9.5%</b>	<b>-</b>	<b>-</b>	<b>13.1%</b>	<b>12.7%</b>	<b>10.6%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>1.9</b>	<b>1.9</b>	<b>1.6</b>	<b>0.2</b>	<b>-54.3%</b>	<b>-</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee social benefits	1.9	1.9	1.6	0.2	-54.3%	-	0.2	-	-	-100.0%	-
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>381.1</b>	<b>755.1</b>	<b>651.8</b>	<b>1 066.9</b>	<b>40.9%</b>	<b>22.8%</b>	<b>1 076.7</b>	<b>851.4</b>	<b>451.7</b>	<b>-24.9%</b>	<b>20.8%</b>
Financial and Fiscal Commission	51.8	54.3	63.8	63.2	6.9%	1.9%	63.8	64.1	67.0	1.9%	1.6%
Government Technical Advisory Centre	329.3	600.8	548.0	669.9	26.7%	17.2%	710.4	579.2	384.8	-16.9%	14.1%
Development Bank of Southern Africa	-	100.0	40.0	153.7	-	2.3%	95.0	-	-	-100.0%	1.5%
Government Technical Advisory Centre: Independent power producer project preparation support	-	-	-	100.0	-	0.8%	-	-	-	-100.0%	0.6%
Development Bank of Southern Africa: Support to the Infrastructure Fund operations	-	-	-	80.2	-	0.6%	55.4	55.5	-	-100.0%	1.2%
Development Bank of Southern Africa: Support to the Infrastructure Fund Social Housing programme	-	-	-	-	-	-	152.0	152.5	-	-	1.8%
<b>Capital</b>	<b>0.8</b>	<b>0.8</b>	<b>0.9</b>	<b>0.9</b>	<b>5.5%</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>4.2%</b>	<b>-</b>
Government Technical Advisory Centre	0.8	0.8	0.9	0.9	5.5%	-	1.0	1.0	1.0	4.2%	-
<b>Provinces and municipalities</b>											
<b>Municipalities</b>											
<b>Municipal bank accounts</b>											
<b>Current</b>	<b>646.1</b>	<b>682.2</b>	<b>688.7</b>	<b>707.3</b>	<b>3.1%</b>	<b>21.8%</b>	<b>725.6</b>	<b>728.4</b>	<b>761.1</b>	<b>2.5%</b>	<b>17.6%</b>
Local government financial management grant	504.6	532.8	544.9	552.1	3.0%	17.1%	566.4	568.6	594.1	2.5%	13.8%
Infrastructure skills development grant	141.5	149.4	143.9	155.2	3.1%	4.7%	159.2	159.9	167.0	2.5%	3.9%
<b>Capital</b>	<b>862.7</b>	<b>901.7</b>	<b>793.1</b>	<b>1 658.9</b>	<b>24.4%</b>	<b>33.7%</b>	<b>1 754.0</b>	<b>1 851.6</b>	<b>1 040.7</b>	<b>-14.4%</b>	<b>38.0%</b>
Programme and project preparation support grant	293.6	310.1	313.7	341.3	5.1%	10.1%	360.9	376.8	393.7	4.9%	8.9%
Neighbourhood development partnership grant	569.1	591.7	479.4	1 317.6	32.3%	23.7%	1 393.1	1 474.8	647.0	-21.1%	29.2%

**Personnel information**

**Table 8.11 Public Finance and Budget Management personnel numbers and cost by salary level<sup>1</sup>**

Public Finance and Budget Management	Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment									Average growth rate (%)	Average: Salary level/ Total (%)						
	Number of funded posts	Number of posts additional to the establishment	Actual		Revised estimate		Medium-term expenditure estimate												
			2020/21	Unit cost	2021/22	Unit cost	2022/23		2023/24		2024/25			2021/22 - 2024/25					
<b>Salary level</b>	<b>278</b>	<b>7</b>	<b>237</b>	<b>212.6</b>	<b>0.9</b>	<b>234</b>	<b>220.2</b>	<b>0.9</b>	<b>254</b>	<b>240.5</b>	<b>0.9</b>	<b>254</b>	<b>240.7</b>	<b>0.9</b>	<b>244</b>	<b>243.3</b>	<b>1.0</b>	<b>1.4%</b>	<b>100.0%</b>
1-6	7	5	7	1.8	0.3	7	2.0	0.3	7	2.0	0.3	7	1.9	0.3	6	1.7	0.3	-5.0%	2.7%
7-10	80	1	67	38.0	0.6	64	37.7	0.6	71	42.3	0.6	73	42.8	0.6	69	42.5	0.6	2.6%	28.1%
11-12	107	-	91	80.7	0.9	84	77.3	0.9	93	86.7	0.9	91	84.7	0.9	88	85.9	1.0	1.6%	36.1%
13-16	84	1	72	92.0	1.3	79	103.2	1.3	83	109.5	1.3	83	111.3	1.3	81	113.3	1.4	0.8%	33.1%

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

2. Rand million.

## Programme 4: Asset and Liability Management

### Programme purpose

Manage government's annual funding programme in a manner that ensures prudent cash management, and an optimal portfolio of debt and other fiscal obligations. Promote and enforce the prudent financial management of state-owned entities through financial analysis and oversight.

### Objectives

- Exercise oversight of state-owned entities on an ongoing basis by:
  - reviewing the corporate plans and annual financial statements of state-owned entities
  - coordinating the borrowing programmes of state-owned entities
  - tracking progress on capital expenditure programmes
  - reviewing applications for funding, guarantees and borrowing limits in terms of the Public Finance Management Act (1999), and monitoring progress.
- Meet government's annual gross borrowing requirement, consisting of the budget deficit and maturing debt, by sourcing funds from domestic and international markets and servicing government's debt optimally.
- Ensure that government's liquidity requirements are consistently met within credit risk guidelines by implementing effective cash management and making sound cash flow forecasts on an ongoing basis.
- Minimise and mitigate risks emanating from government's fiscal obligations to develop and maintain a risk management framework for the debt and contingent liabilities of government by implementing debt management strategies that minimise government's exposure to adverse risks on an ongoing basis.

### Subprogrammes

- *Programme Management for Asset and Liability Management* provides support for planning, monitoring and delivering the programme's activities.
- *State-owned Entity Financial Management and Governance* oversees and enables state-owned entities to meet government's policy objectives in a financially and fiscally sustainable manner, and promotes sound corporate governance.
- *Government Debt Management* is responsible for government's long-term funding needs. This subprogramme manages domestic and foreign debt, contributes to the development of financial markets, and maintains sound investor relations.
- *Financial Operations* provides for government's short-term funding needs, the prudent management of cash, the efficient accounting of debt and investment transactions in government, and quality information relating to the subprogramme's operations; invests government's surplus cash; and supplies reliable computer systems to service government's debt portfolio and cash operations.
- *Strategy and Risk Management* develops and maintains a risk management framework for the debt and contingent liabilities of government, and implements debt management strategies that minimise government's exposure to adverse risks.

### Expenditure trends and estimates

**Table 8.12 Asset and Liability Management expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/Total (%) 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
Programme Management for Asset and Liability Management	6.9	8.0	6.3	18.6	38.9%	0.3%	31.8	28.9	31.1	18.6%	1.0%
State-owned Entity Financial Management and Governance	31.5	33.9	2 962.1	8 936.2	557.4%	97.8%	1 035.8	1 035.8	37.5	-83.9%	97.0%
Government Debt Management	19.5	22.5	19.9	19.8	0.4%	0.7%	20.6	20.7	22.3	4.2%	0.7%
Financial Operations	24.2	23.5	25.0	31.4	9.0%	0.9%	25.8	22.6	24.6	-7.8%	0.9%
Strategy and Risk Management	9.0	8.9	9.2	12.0	9.9%	0.3%	12.0	12.0	12.5	1.3%	0.4%
<b>Total</b>	<b>91.2</b>	<b>96.7</b>	<b>3 022.6</b>	<b>9 017.9</b>	<b>362.4%</b>	<b>100.0%</b>	<b>1 126.0</b>	<b>1 120.0</b>	<b>128.0</b>	<b>-75.8%</b>	<b>100.0%</b>
Change to 2021 Budget estimate				3 900.0			7.6	1.2	4.5		

**Table 8.12 Asset and Liability Management expenditure trends and estimates by subprogramme and economic classification**

Economic classification	Audited outcome			Adjusted appropriation 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
<b>Current payments</b>	<b>88.4</b>	<b>93.0</b>	<b>95.3</b>	<b>115.9</b>	<b>9.5%</b>	<b>3.2%</b>	<b>125.1</b>	<b>119.1</b>	<b>127.1</b>	<b>3.1%</b>	<b>4.3%</b>
Compensation of employees	73.8	78.4	80.0	85.6	5.1%	2.6%	86.7	87.1	90.3	1.8%	3.1%
Goods and services	14.6	14.6	15.2	30.2	27.6%	0.6%	38.4	32.0	36.8	6.7%	1.2%
of which:											
Audit costs: External	1.0	1.1	1.4	1.4	13.0%	–	1.5	1.6	1.6	3.6%	0.1%
Bursaries: Employees	0.4	0.1	0.3	0.7	24.7%	–	0.8	0.9	0.8	3.0%	–
Computer services	8.5	8.6	10.6	14.4	19.5%	0.3%	8.7	5.4	5.6	-27.1%	0.3%
Consultants: Business and advisory services	1.0	2.5	2.3	10.7	121.6%	0.1%	23.5	19.7	23.9	30.5%	0.7%
Travel and subsistence	2.4	1.3	0.0	0.7	-33.8%	–	2.4	2.7	3.0	62.9%	0.1%
Training and development	0.1	0.3	0.0	0.4	80.9%	–	0.5	0.5	0.6	10.5%	–
<b>Transfers and subsidies</b>	<b>2.1</b>	<b>3.4</b>	<b>1.0</b>	<b>0.6</b>	<b>-32.9%</b>	<b>0.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>
Households	2.1	3.4	1.0	0.6	-32.9%	0.1%	–	–	–	-100.0%	–
<b>Payments for capital assets</b>	<b>0.7</b>	<b>0.3</b>	<b>0.6</b>	<b>1.5</b>	<b>25.5%</b>	<b>–</b>	<b>0.8</b>	<b>0.9</b>	<b>1.0</b>	<b>-13.0%</b>	<b>–</b>
Machinery and equipment	0.7	0.3	0.6	1.5	25.5%	–	0.8	0.9	1.0	-13.0%	–
<b>Payments for financial assets</b>	<b>0.0</b>	<b>–</b>	<b>2 925.7</b>	<b>8 900.0</b>	<b>8303.0%</b>	<b>96.7%</b>	<b>1 000.0</b>	<b>1 000.0</b>	<b>–</b>	<b>-100.0%</b>	<b>95.7%</b>
<b>Total</b>	<b>91.2</b>	<b>96.7</b>	<b>3 022.6</b>	<b>9 017.9</b>	<b>362.4%</b>	<b>100.0%</b>	<b>1 126.0</b>	<b>1 120.0</b>	<b>128.0</b>	<b>-75.8%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.3%</b>	<b>0.3%</b>	<b>8.9%</b>	<b>19.8%</b>	<b>–</b>	<b>–</b>	<b>3.3%</b>	<b>3.3%</b>	<b>0.4%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
Current	2.1	3.4	1.0	0.6	-32.9%	0.1%	–	–	–	-100.0%	–
Employee social benefits	2.1	3.4	1.0	0.6	-32.9%	0.1%	–	–	–	-100.0%	–

## Personnel information

**Table 8.13 Asset and Liability Management personnel numbers and cost by salary level<sup>1</sup>**

Asset and Liability Management	Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2020/21	2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25							
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	115	9	102	80.0	0.8	99	82.5	0.8	102	86.7	0.8	103	87.1	0.8	102	90.3	0.9		
1 – 6	9	7	8	1.1	0.1	8	1.3	0.2	8	1.3	0.2	8	1.2	0.2	8	1.3	0.2	–	7.9%
7 – 10	44	2	40	23.7	0.6	38	23.4	0.6	38	23.9	0.6	38	23.6	0.6	37	23.9	0.6	-0.9%	37.2%
11 – 12	38	–	34	29.4	0.9	30	27.1	0.9	33	30.3	0.9	35	31.9	0.9	35	33.4	1.0	5.2%	32.8%
13 – 16	24	–	20	25.8	1.3	23	30.7	1.3	23	31.2	1.4	22	30.4	1.4	22	31.7	1.4	-1.5%	22.1%

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

2. Rand million.

## Programme 5: Financial Accounting and Supply Chain Management Systems

### Programme purpose

Facilitate governance and accountability by promoting and enforcing the transparent, economic and effective management of revenue, expenditure, assets, liabilities and supply chain processes in the public sector.

### Objectives

- Ensure compliance with the implementation of the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) across the 3 spheres of government by facilitating and undertaking special investigations to reduce fraud and corruption on an ongoing basis.
- Ensure sound financial management systems to meet the requirements of the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) by:
  - providing capacity and support to all spheres of government on policies relating to accounting and reporting, internal auditing and risk management on an ongoing basis
  - developing and implementing government transversal accounting and reporting systems over the medium term

- maintaining government’s current financial systems at 98 per cent availability, including providing reliable, efficient and effective support and user training, over the medium term
- completing the development of the remaining integrated financial management system modules on payroll, core financial management and inventory management, and beginning its rollout, over the medium term.
- Support government’s efforts to build capacity in financial management across the 3 spheres of government by introducing minimum competency profiles and offering graduate internships in financial management annually.
- Improve financial management in provincial and local government by:
  - developing and implementing financial recovery plans and providing technical assistance on an ongoing basis
  - supporting municipalities in implementing financial management reforms and ensuring their compliance with the Municipal Finance Management Act (2003), as required, over the medium term.
- Modernise the supply chain management system for government over the medium term by:
  - introducing policy reforms to ensure that all procuring government institutions implement a single supply chain management policy
  - providing training solutions to close the skills gap for existing and future supply chain management practitioners.

### **Subprogrammes**

- *Programme Management for Financial Accounting and Supply Chain Management Systems* supports the planning, monitoring and coordination of deliverables of the programme plan, such as the development and implementation of the integrated financial management system; and facilitates accountability and governance in the public sector, especially in terms of financial management.
- *Office of the Chief Procurement Officer* aims to modernise the state procurement system to be fair, equitable, transparent, competitive and cost effective; enables the efficient, economic, effective and transparent use of financial and other resources, including state assets, for improved service delivery; and promotes, supports and enforces the transparent and effective management of state procurement and the sound stewardship of government assets and resources.
- *Financial Systems* maintains and improves existing financial management systems, and develops and implements the new integrated financial management system, which aims to replace financial, supply chain and human resources management systems across national and provincial departments.
- *Financial Reporting for National Accounts* is responsible for accounting for the National Revenue Fund and the Reconstruction and Development Programme Fund, providing banking services to national government, providing support for all spheres of government in implementing financial reporting frameworks, and preparing consolidated financial statements.
- *Financial Management Policy and Compliance Improvement* improves financial management and develops financial management regulatory frameworks in terms of local and international best practice; develops and implements accounting policies; and improves the financial management, risk management and internal audit capacity in government.
- *Audit Statutory Bodies* is a transfer payment to the Auditor-General of South Africa for the implementation of the amendments in the Public Audit Act (1995).
- *Service Charges: Commercial Banks* is a transfer payment that provides for bank charges for the deposit accounts of all government departments.

## Expenditure trends and estimates

Table 8.14 Financial Accounting and Supply Chain Management Systems expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25
	R million				Average Expenditure/ Total (%)		Average Expenditure/ Total (%)				
Programme Management for Financial Accounting and Supply Chain Management Systems	50.2	38.8	32.1	101.7	26.5%	6.9%	122.3	121.7	124.8	7.1%	10.0%
Office of the Chief Procurement Officer	69.0	68.7	64.6	68.3	-0.4%	8.3%	68.7	69.5	80.1	5.5%	6.1%
Financial Systems	419.6	399.0	355.1	582.5	11.6%	54.1%	626.4	926.4	689.9	5.8%	59.9%
Financial Reporting for National Accounts	102.0	104.5	105.1	109.9	2.5%	13.0%	112.3	113.5	124.3	4.2%	9.8%
Financial Management Policy and Compliance Improvement	130.3	122.6	89.5	133.4	0.8%	14.6%	142.1	144.4	152.7	4.6%	12.1%
Audit Statutory Bodies	-	-	50.0	50.0	-	3.1%	50.0	-	-	-100.0%	2.1%
Service Charges: Commercial Banks	0.3	0.3	0.2	0.3	5.7%	-	0.3	0.3	0.4	2.6%	-
<b>Total</b>	<b>771.4</b>	<b>733.9</b>	<b>696.6</b>	<b>1 046.0</b>	<b>10.7%</b>	<b>100.0%</b>	<b>1 122.1</b>	<b>1 375.9</b>	<b>1 172.0</b>	<b>3.9%</b>	<b>100.0%</b>
Change to 2021 Budget estimate				(36.9)			(0.1)	300.1	23.9		
<b>Economic classification</b>											
<b>Current payments</b>	<b>706.5</b>	<b>667.9</b>	<b>581.1</b>	<b>914.3</b>	<b>9.0%</b>	<b>88.4%</b>	<b>996.4</b>	<b>1 304.0</b>	<b>1 096.0</b>	<b>6.2%</b>	<b>91.4%</b>
Compensation of employees	206.9	207.7	196.9	219.2	1.9%	25.6%	224.8	225.0	230.0	1.6%	19.1%
Goods and services	499.5	460.2	384.1	695.1	11.6%	62.8%	771.6	1 079.0	866.0	7.6%	72.3%
of which:											
Audit costs: External	6.2	6.8	4.9	9.0	13.3%	0.8%	8.8	9.3	9.8	3.1%	0.8%
Bursaries: Employees	1.1	0.9	1.6	2.3	28.3%	0.2%	2.4	2.5	2.8	6.9%	0.2%
Computer services	353.3	350.4	325.7	506.1	12.7%	47.3%	558.6	832.5	636.6	8.0%	53.7%
Consultants: Business and advisory services	119.5	86.3	44.0	154.9	9.0%	12.5%	179.3	209.8	190.3	7.1%	15.6%
Travel and subsistence	10.0	7.0	0.9	9.9	-0.4%	0.9%	9.8	10.4	11.2	4.2%	0.9%
Venues and facilities	4.4	3.5	0.8	3.3	-9.5%	0.4%	4.0	5.4	5.7	20.8%	0.4%
<b>Transfers and subsidies</b>	<b>58.6</b>	<b>62.2</b>	<b>112.9</b>	<b>112.1</b>	<b>24.2%</b>	<b>10.6%</b>	<b>112.0</b>	<b>62.2</b>	<b>67.1</b>	<b>-15.7%</b>	<b>7.5%</b>
Departmental agencies and accounts	54.9	57.5	108.6	109.0	25.7%	10.2%	110.3	60.5	65.2	-15.7%	7.3%
Households	3.6	4.7	4.3	3.1	-4.9%	0.5%	1.8	1.8	1.9	-15.9%	0.2%
<b>Payments for capital assets</b>	<b>6.3</b>	<b>3.8</b>	<b>2.6</b>	<b>19.7</b>	<b>45.9%</b>	<b>1.0%</b>	<b>13.7</b>	<b>9.6</b>	<b>9.0</b>	<b>-23.1%</b>	<b>1.1%</b>
Machinery and equipment	5.7	3.8	2.6	14.1	35.2%	0.8%	7.8	8.6	9.0	-14.0%	0.8%
Software and other intangible assets	0.6	-	-	5.6	107.5%	0.2%	5.9	1.0	-	-100.0%	0.3%
<b>Payments for financial assets</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>771.4</b>	<b>733.9</b>	<b>696.6</b>	<b>1 046.0</b>	<b>10.7%</b>	<b>100.0%</b>	<b>1 122.1</b>	<b>1 375.9</b>	<b>1 172.0</b>	<b>3.9%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>2.7%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>-</b>	<b>-</b>	<b>3.3%</b>	<b>4.0%</b>	<b>3.6%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
Households											
<b>Social benefits</b>											
<b>Current</b>	<b>3.6</b>	<b>4.7</b>	<b>4.3</b>	<b>3.1</b>	<b>-4.9%</b>	<b>0.5%</b>	<b>1.8</b>	<b>1.8</b>	<b>1.9</b>	<b>-15.9%</b>	<b>0.2%</b>
Employee social benefits	3.6	4.7	4.3	3.1	-4.9%	0.5%	1.8	1.8	1.9	-15.9%	0.2%
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>54.9</b>	<b>57.5</b>	<b>108.6</b>	<b>109.0</b>	<b>25.7%</b>	<b>10.2%</b>	<b>110.3</b>	<b>60.5</b>	<b>65.2</b>	<b>-15.7%</b>	<b>7.3%</b>
Accounting Standards Board	14.1	14.3	14.4	14.4	0.7%	1.8%	14.6	14.6	15.3	2.1%	1.2%
Independent Regulatory Board for Auditors	40.9	43.2	44.2	44.6	3.0%	5.3%	45.7	45.9	49.9	3.8%	3.9%
Auditor-General of South Africa	-	-	50.0	50.0	-	3.1%	50.0	-	-	-100.0%	2.1%

## Personnel information

Table 8.15 Financial Accounting and Supply Chain Management Systems personnel numbers and cost by salary level<sup>1</sup>

Salary level	Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)	
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate											
			2020/21			2021/22			2022/23			2023/24			2024/25					2021/22 - 2024/25
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
	292	36	255	196.9	0.8	260	206.5	0.8	281	224.8	0.8	279	225.0	0.8	274	230.0	0.8	1.8%	100.0%	
1-6	9	1	8	2.5	0.3	9	3.0	0.3	8	2.6	0.3	8	2.6	0.3	8	2.7	0.3	-3.9%	3.0%	
7-10	123	34	111	54.3	0.5	106	54.9	0.5	123	65.8	0.5	119	62.6	0.5	118	64.1	0.5	3.7%	42.5%	
11-12	79	-	67	59.9	0.9	71	65.5	0.9	74	69.5	0.9	76	71.5	0.9	72	70.9	1.0	0.5%	26.8%	
13-16	81	1	69	80.3	1.2	74	83.2	1.1	76	86.9	1.1	76	88.3	1.2	76	92.3	1.2	0.9%	27.6%	

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

2. Rand million.

## Programme 6: International Financial Relations

### Programme purpose

Manage South Africa's interests in shaping regional and global policies that advance the economic, financial and development objectives of the country and Africa.

### Objectives

- Advance South Africa and Africa's economic interests by undertaking strategic analyses, engagements and negotiations at regional and global financial and economic forums on an ongoing basis.
- Increase sub-Saharan Africa's voice and South Africa's influence in multilateral international institutions such as the International Monetary Fund, the World Bank Group, the G20, and other influential global financial and economic forums by advancing reform within these institutions through the lobbying of regional groupings on an ongoing basis.
- Enhance South Africa's participation in strategic regional, continental and global governance institutions by seconding South Africans into strategic positions of these institutions, as informed by government's secondment policy, on an ongoing basis.
- Promote regional economic integration in the Southern African Development Community (SADC) region and the Southern African Customs Union, and strengthen economic links within Africa by:
  - providing ongoing support to the committees of the SADC dealing with economic and financial protocols
  - supporting the Southern African Customs Union to meet regional challenges on an ongoing basis.

### Subprogrammes

- *Programme Management for International Financial Relations* supports the planning, monitoring and delivery of the programme's activities with the World Bank country office, the African Development Bank regional resource centre and the New Development Bank. This subprogramme oversees South Africa's representation in international and regional financial institutions; manages bilateral and multilateral relationships on behalf of National Treasury; and plans, implements and monitors programmes and activities that advance South Africa's national interests.
- *International Economic Cooperation* focuses on improving South Africa's participation in regional and international economic institutions. This entails working through key economic institutions and forums such as the Southern African Customs Union, the SADC, the United Nations Economic Commission for Africa, the African Union's New Partnership for Africa's Development, the International Monetary Fund, the G20, the G24, the Brazil-Russia-India-China-South Africa group of countries, the Organisation for Economic Cooperation and Development, and the World Economic Forum.
- *African Integration and Support* enables National Treasury's participation in African interventions and arrangements that are aimed at bringing about support and integration between African states and institutions. This subprogramme facilitates the transfer of funds to Lesotho, Namibia and Eswatini for Common Monetary Area compensation. In this agreement, South Africa compensates the member countries for the use of the rand within their borders. It also includes the technical support provided to regional capacity building institutions such as the Collaborative Budget Reform Initiative, the Infrastructure Consortium for Africa, the African Capacity Building Foundation, the African Institute for Economic Development and Planning, and the Regional Technical Assistance Centre for Southern Africa.
- *International Development Funding Institutions* provides for subscriptions and contributions to international development institutions and banks. This subprogramme transfers funds to the African Development Bank and the International Bank for Reconstruction and Development of the World Bank Group to pay for shares, and to the African Development Fund and the International Development Association of the World Bank Group for the provision of concessional loans and grants to low-income countries. In line with South Africa's shareholding agreement, this subprogramme also facilitates capital transfers for the New Development Bank.
- *International Projects* transfers funds to international projects and interventions for various causes such as capacity building, and catastrophe and disaster relief for affected low-income countries. To this end, National Treasury contributes to the Commonwealth Fund for Technical Cooperation and the International Finance Facility for Immunisation. The facility transfers funds to the Global Alliance for Vaccines and Immunisation, a

public-private global health partnership, to support health care, particularly the provision of vaccines to reduce the number of child deaths preventable by vaccination in low-income countries.

## Expenditure trends and estimates

**Table 8.16 International Financial Relations 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million											
Programme Management for International Financial Relations	9.0	6.7	5.4	7.6	-5.4%	0.1%	10.8	11.0	11.0	12.9%	0.3%
International Economic Cooperation	46.7	44.4	25.8	31.8	-12.1%	0.6%	52.4	54.8	57.5	21.9%	1.2%
African Integration and Support	1 002.6	981.5	766.6	1 747.8	20.4%	17.5%	1 450.0	1 408.6	1 738.7	-0.2%	40.0%
International Development Funding Institutions	4 730.0	4 405.8	5 822.3	5 936.2	7.9%	81.5%	1 101.5	1 092.8	1 043.7	-44.0%	57.9%
International Projects	19.4	20.4	20.5	22.4	5.0%	0.3%	23.0	23.1	24.2	2.5%	0.6%
<b>Total</b>	<b>5 807.7</b>	<b>5 458.8</b>	<b>6 640.5</b>	<b>7 745.9</b>	<b>10.1%</b>	<b>100.0%</b>	<b>2 637.8</b>	<b>2 590.3</b>	<b>2 875.1</b>	<b>-28.1%</b>	<b>100.0%</b>
Change to 2021 Budget estimate				459.6			331.6	242.4	(0.2)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>55.6</b>	<b>51.0</b>	<b>30.8</b>	<b>39.0</b>	<b>-11.1%</b>	<b>0.7%</b>	<b>62.7</b>	<b>65.2</b>	<b>67.6</b>	<b>20.1%</b>	<b>1.5%</b>
Compensation of employees	31.9	31.6	29.1	29.6	-2.5%	0.5%	29.8	30.1	30.7	1.2%	0.8%
Goods and services	23.7	19.4	1.7	9.4	-26.4%	0.2%	32.9	35.2	36.9	57.6%	0.7%
<i>of which:</i>											
Administrative fees	1.5	0.4	0.0	0.2	-45.6%	-	0.5	0.6	0.6	37.8%	-
Bursaries: Employees	0.0	0.1	0.2	0.4	316.3%	-	0.5	0.4	0.4	-3.3%	-
Consultants: Business and advisory services	-	0.7	0.7	0.8	-	-	0.9	0.8	0.8	2.9%	-
Travel and subsistence	16.0	9.1	0.1	6.7	-25.3%	0.1%	10.3	11.6	12.3	22.6%	0.3%
Operating payments	0.4	0.4	0.5	0.4	0.2%	-	1.2	1.3	1.4	50.3%	-
Venues and facilities	4.7	8.6	-	0.2	-65.8%	0.1%	18.8	19.7	20.6	378.3%	0.4%
<b>Transfers and subsidies</b>	<b>1 158.0</b>	<b>1 134.2</b>	<b>922.1</b>	<b>1 925.0</b>	<b>18.5%</b>	<b>20.0%</b>	<b>1 632.4</b>	<b>1 607.4</b>	<b>1 943.5</b>	<b>0.3%</b>	<b>44.8%</b>
Foreign governments and international organisations	1 158.0	1 134.2	922.0	1 925.0	18.5%	20.0%	1 632.4	1 607.4	1 943.5	0.3%	44.8%
Households	0.0	0.0	0.1	0.0	-56.3%	-	-	-	-	-100.0%	-
<b>Payments for capital assets</b>	<b>0.2</b>	<b>0.0</b>	<b>0.3</b>	<b>0.4</b>	<b>29.3%</b>	<b>-</b>	<b>0.6</b>	<b>0.6</b>	<b>1.0</b>	<b>36.3%</b>	<b>-</b>
Machinery and equipment	0.2	0.0	0.3	0.4	29.3%	-	0.6	0.6	1.0	36.3%	-
<b>Payments for financial assets</b>	<b>4 594.0</b>	<b>4 273.5</b>	<b>5 687.4</b>	<b>5 781.5</b>	<b>8.0%</b>	<b>79.3%</b>	<b>942.2</b>	<b>917.1</b>	<b>863.1</b>	<b>-47.0%</b>	<b>53.7%</b>
<b>Total</b>	<b>5 807.7</b>	<b>5 458.8</b>	<b>6 640.5</b>	<b>7 745.9</b>	<b>10.1%</b>	<b>100.0%</b>	<b>2 637.8</b>	<b>2 590.3</b>	<b>2 875.1</b>	<b>-28.1%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>20.3%</b>	<b>18.3%</b>	<b>19.5%</b>	<b>17.0%</b>	<b>-</b>	<b>-</b>	<b>7.8%</b>	<b>7.6%</b>	<b>8.9%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>-56.3%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee social benefits	0.0	0.0	0.1	0.0	-56.3%	-	-	-	-	-100.0%	-
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>1 022.0</b>	<b>1 001.9</b>	<b>787.1</b>	<b>1 785.2</b>	<b>20.4%</b>	<b>17.9%</b>	<b>1 488.1</b>	<b>1 431.7</b>	<b>1 762.9</b>	<b>-0.4%</b>	<b>40.8%</b>
Common Monetary Area compensation	997.8	976.9	763.0	1 742.7	20.4%	17.5%	1 444.9	1 403.3	1 733.3	-0.2%	39.9%
Collaborative Africa Budget Reform Initiative	2.6	2.2	2.2	2.5	-0.5%	-	2.5	2.4	2.6	0.4%	0.1%
Commonwealth Fund for Technical Cooperation	5.8	5.8	5.7	5.9	0.7%	0.1%	6.4	7.0	7.3	7.1%	0.2%
International Finance Facility for Immunisation	13.6	14.6	14.8	16.5	6.8%	0.2%	16.6	16.1	16.9	0.7%	0.4%
African Institute for Economic Development and Planning	1.1	1.2	1.3	1.3	6.4%	-	1.3	1.5	1.4	2.4%	-
Regional Technical Assistance Centre for Southern Africa	1.1	1.2	0.1	1.2	3.8%	-	1.4	1.4	1.4	5.6%	-
New Development Bank project preparation fund	-	-	-	15.0	-	0.1%	15.0	-	-	-100.0%	0.2%
<b>Capital</b>	<b>136.0</b>	<b>132.3</b>	<b>134.9</b>	<b>139.7</b>	<b>0.9%</b>	<b>2.1%</b>	<b>144.3</b>	<b>175.7</b>	<b>180.6</b>	<b>8.9%</b>	<b>4.0%</b>
African Development Fund	82.4	78.7	78.6	80.0	-1.0%	1.2%	77.7	109.4	114.3	12.6%	2.4%
World Bank Group	53.6	53.6	56.3	59.7	3.7%	0.9%	66.6	66.3	66.3	3.6%	1.6%

## Personnel information

**Table 8.17 International Financial Relations personnel numbers and cost by salary level<sup>1</sup>**

Number of posts estimated for 31 March 2022		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate									2021/22 - 2024/25		
		2020/21			2021/22			2022/23			2023/24			2024/25					
International Financial Relations		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	34	1	30	29.1	1.0	26	28.1	1.1	27	29.8	1.1	26	30.1	1.2	25	30.7	1.2	-1.3%	100.0%
1 – 6	1	1	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	–	–	–	–	–	–	-100.0%	1.9%
7 – 10	10	–	9	4.6	0.5	9	4.8	0.5	9	4.9	0.5	9	5.6	0.6	10	6.8	0.7	4.2%	35.8%
11 – 12	9	–	7	5.8	0.8	5	4.9	1.0	5	4.9	1.0	5	4.5	0.9	3	3.0	1.0	-15.5%	17.5%
13 – 16	14	–	13	18.4	1.4	11	18.1	1.6	12	19.6	1.7	12	20.0	1.7	12	20.9	1.8	2.5%	44.8%

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

2. Rand million.

## Programme 7: Civil and Military Pensions, Contributions to Funds and Other Benefits

### Programme purpose

Provide for government's pension and post-retirement medical benefit obligations to former employees of state departments and bodies. Provide for similar benefits to retired members of the military.

### Objectives

- Ensure the effective administration of pension, retirement and other policies on an ongoing basis by completing annual reviews and implementing recommendations in accordance with stakeholder agreements reached on pension reforms, post-retirement medical benefits, political office bearers and pension legislation.
- Ensure good service to eligible applicants and recipients on an ongoing basis by:
  - processing member applications and making payments punctually, as required by applicable legislation
  - processing post-retirement medical benefit applications within 60 days of receipt, and paying all medical subsidies within 7 days of receiving a valid and correct claim
  - processing and paying injury-on-duty benefits to civil servants within 45 days of receiving completed documentation
  - ensuring the accurate payment of military pensions within 45 days and medical accounts within 30 days of receipt of the claim with no backlog.

### Subprogrammes

- *Government Pensions Administration Agency* provides administrative services, in accordance with the Temporary Employees Pension Fund Act (1979) and the Associated Institutions Pension Fund Act (1963), for post-retirement medical subsidies, as provided for and regulated by resolutions of the Public Service Coordinating Bargaining Council, the Military Pensions Act (1976), and military pensions in terms of this act; for injury-on-duty payments in terms of the Compensation for Occupational Injuries and Diseases Act (1993); and special pensions in terms of the Special Pensions Act (1996) on behalf of National Treasury.
- *Civil Pensions and Contributions to Funds* provides for the processing and payment of pensions and medical subsidies to retired civil servants; and pension payments to injured or disabled civil servants and former struggle veterans, or their dependants if they are deceased, in terms of various statutes, collective bargaining agreements and other commitments. The *Government Pensions Administration Agency* subprogramme administers all payments related to this subprogramme.
- *Military Pensions and Other Benefits* provides for the processing and payment of military pension benefits and medical claims arising from injuries sustained during wars, including South Africa's liberation wars. These include payments to former members of the legislative assembly of the former Venda, Transkei, Ciskei and Bophuthatswana governments; judges or their widows/widowers in terms of the Judges' Remuneration and Conditions of Employment Act (2001); and former state presidents.

## Expenditure trends and estimates

Table 8.18 Civil and Military Pensions, Contributions to Funds and Other Benefits 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million											
Government Pensions Administration Agency	64.5	66.9	60.0	77.7	6.4%	1.2%	79.8	80.1	83.7	2.5%	1.2%
Civil Pensions and Contributions to Funds	4 017.1	4 437.9	4 749.3	6 089.0	14.9%	87.3%	6 680.6	6 706.2	7 007.4	4.8%	95.2%
Military Pensions and Other Benefits	938.5	982.3	379.5	242.8	-36.3%	11.5%	251.7	252.7	264.0	2.8%	3.6%
<b>Total</b>	<b>5 020.1</b>	<b>5 487.1</b>	<b>5 188.8</b>	<b>6 409.5</b>	<b>8.5%</b>	<b>100.0%</b>	<b>7 012.1</b>	<b>7 039.0</b>	<b>7 355.1</b>	<b>4.7%</b>	<b>100.0%</b>
Change to 2021 Budget estimate				-			-	-	-		
<b>Economic classification</b>											
<b>Current payments</b>	<b>64.5</b>	<b>66.9</b>	<b>60.0</b>	<b>377.7</b>	<b>80.3%</b>	<b>2.6%</b>	<b>79.8</b>	<b>80.1</b>	<b>83.7</b>	<b>-39.5%</b>	<b>2.2%</b>
Compensation of employees	-	-	-	300.0	-	1.4%	-	-	-	-100.0%	1.1%
Goods and services	64.5	66.9	60.0	77.7	6.4%	1.2%	79.8	80.1	83.7	2.5%	1.2%
of which:											
Consultants: Business and advisory services	64.5	66.9	60.0	77.7	6.4%	1.2%	79.8	80.1	83.7	2.5%	1.2%
<b>Transfers and subsidies</b>	<b>4 955.6</b>	<b>5 420.2</b>	<b>5 128.8</b>	<b>6 031.8</b>	<b>6.8%</b>	<b>97.4%</b>	<b>6 932.3</b>	<b>6 958.9</b>	<b>7 271.4</b>	<b>6.4%</b>	<b>97.8%</b>
Foreign governments and international organisations	1.2	0.6	-	3.0	38.2%	-	3.1	3.1	3.3	2.5%	-
Households	4 954.5	5 419.7	5 128.8	6 028.8	6.8%	97.4%	6 929.2	6 955.8	7 268.2	6.4%	97.7%
<b>Total</b>	<b>5 020.1</b>	<b>5 487.1</b>	<b>5 188.8</b>	<b>6 409.5</b>	<b>8.5%</b>	<b>100.0%</b>	<b>7 012.1</b>	<b>7 039.0</b>	<b>7 355.1</b>	<b>4.7%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>17.6%</b>	<b>18.4%</b>	<b>15.2%</b>	<b>14.1%</b>	<b>-</b>	<b>-</b>	<b>20.7%</b>	<b>20.6%</b>	<b>22.6%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>4 954.4</b>	<b>5 419.6</b>	<b>5 128.7</b>	<b>6 028.7</b>	<b>6.8%</b>	<b>97.4%</b>	<b>6 929.1</b>	<b>6 955.7</b>	<b>7 268.1</b>	<b>6.4%</b>	<b>97.7%</b>
Contribution to provident funds for associated institutions	0.2	0.3	0.2	0.4	17.4%	-	0.4	0.4	0.4	2.9%	-
Other benefits	96.9	118.8	30.0	111.3	4.7%	1.6%	115.3	115.8	121.0	2.8%	1.7%
Injury on duty	640.5	647.9	572.3	736.3	4.8%	11.7%	763.3	766.2	800.6	2.8%	11.0%
Post-retirement medical scheme	2 796.1	3 182.1	3 584.2	4 308.4	15.5%	62.7%	5 147.4	5 169.2	5 401.4	7.8%	72.0%
Special pensions	468.6	474.6	552.9	486.3	1.2%	9.0%	506.2	506.1	528.8	2.8%	7.3%
Political Office Bearers Pension Fund	-	-	-	48.4	-	0.2%	50.1	50.3	52.6	2.8%	0.7%
Pension benefits: President of South Africa	10.8	10.4	6.1	14.5	10.4%	0.2%	15.0	15.1	15.7	2.8%	0.2%
South African citizen force	191.1	193.9	268.2	220.0	4.8%	4.0%	228.1	228.9	239.2	2.8%	3.3%
Non-statutory forces	737.3	778.6	102.4	-	-100.0%	7.3%	-	-	-	-	-
Post-retirement medical scheme: Parliamentary staff	2.9	3.2	3.5	3.6	7.0%	0.1%	3.7	3.7	3.9	2.8%	0.1%
Early retirement costs: Government Pensions Administration Agency	-	-	-	76.8	-	0.3%	76.0	76.3	79.7	1.2%	1.1%
Military pensions: Ex-service personnel	1.4	1.0	0.3	2.6	24.9%	-	2.7	2.7	2.9	2.8%	-
Other benefits: Ex-service personnel	8.7	8.7	8.6	20.2	32.4%	0.2%	20.9	21.0	21.9	2.8%	0.3%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>1.2</b>	<b>0.6</b>	<b>-</b>	<b>3.0</b>	<b>38.2%</b>	<b>-</b>	<b>3.1</b>	<b>3.1</b>	<b>3.3</b>	<b>2.5%</b>	<b>-</b>
United Kingdom tax	1.2	0.6	-	3.0	38.2%	-	3.1	3.1	3.3	2.5%	-

## Programme 8: Revenue Administration

## Programme purpose

Administer an efficient tax system, provide tax education to the public, ensure maximum compliance with tax and customs legislation, and provide a customs service to maximise revenue collection and facilitate trade.

## Objectives

- Centralise registration, accreditation and licensing capabilities over the medium term by:
  - improving the South African Revenue Service's registration database

- moving the customs service into the unified trader and traveller master database using online registration and entity-level risk assessment.
- Contribute to revenue generation and improved compliance over the medium term by:
  - ensuring that 90 per cent of all annual import declarations are submitted by 10 per cent of traders, as per the South African Revenue Service’s targets
  - increasing annual trader declarations by 50 per cent.
- Manage migration, customs and land border control services, and efficiently coordinate other departments in ports of entry by:
  - establishing a border management agency over the medium term
  - achieving a success rate of 100 per cent in investigative audits involving the seizure of counterfeit goods such as cigarettes, CDs and DVDs, and clothing; and drug cases and medicaments on an ongoing basis.
- Manage the South African Revenue Service’s R142.3 billion debtors book efficiently through a quality assurance system intended to provide users with integrated debt management solutions on an ongoing basis.

## Subprogramme

South African Revenue Service transfers funds to the South African Revenue Service to provide core tax administration services and maintain the ICT services that support its operations.

## Expenditure trends and estimates

**Table 8.19 Revenue Administration expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21	2021/22				2022/23	2023/24	2024/25		
R million												
South African Revenue Service	9 007.2	9 529.0	10 271.9	11 295.2	7.8%	100.0%	11 527.8	11 657.6	11 136.2	-0.5%	100.0%	
<b>Total</b>	<b>9 007.2</b>	<b>9 529.0</b>	<b>10 271.9</b>	<b>11 295.2</b>	<b>7.8%</b>	<b>100.0%</b>	<b>11 527.8</b>	<b>11 657.6</b>	<b>11 136.2</b>	<b>-0.5%</b>	<b>100.0%</b>	
Change to 2021 Budget estimate					–		1 000.0	1 000.0	–			
<b>Economic classification</b>												
Transfers and subsidies	9 007.2	9 529.0	10 271.9	11 295.2	7.8%	100.0%	11 527.8	11 657.6	11 136.2	-0.5%	100.0%	
Departmental agencies and accounts	9 007.2	9 529.0	10 271.9	11 295.2	7.8%	100.0%	11 527.8	11 657.6	11 136.2	-0.5%	100.0%	
<b>Total</b>	<b>9 007.2</b>	<b>9 529.0</b>	<b>10 271.9</b>	<b>11 295.2</b>	<b>7.8%</b>	<b>100.0%</b>	<b>11 527.8</b>	<b>11 657.6</b>	<b>11 136.2</b>	<b>-0.5%</b>	<b>100.0%</b>	
Proportion of total programme expenditure to vote expenditure	31.5%	32.0%	30.1%	24.8%	–	–	34.0%	34.0%	34.3%	–	–	
<b>Details of transfers and subsidies</b>												
<b>Departmental agencies and accounts</b>												
<b>Departmental agencies (non-business entities)</b>												
<b>Current</b>	<b>7 799.4</b>	<b>7 854.9</b>	<b>8 015.3</b>	<b>10 198.9</b>	<b>9.4%</b>	<b>84.5%</b>	<b>11 527.8</b>	<b>11 657.6</b>	<b>11 136.2</b>	<b>3.0%</b>	<b>97.6%</b>	
South African Revenue Service: Operations	7 757.9	7 814.6	7 972.7	10 154.1	9.4%	84.0%	11 481.3	11 606.4	11 082.7	3.0%	97.2%	
South African Revenue Service: Office of the Tax Ombud	41.5	40.3	42.5	44.9	2.6%	0.4%	46.5	51.2	53.5	6.1%	0.4%	
<b>Capital</b>	<b>1 207.8</b>	<b>1 674.1</b>	<b>2 256.6</b>	<b>1 096.3</b>	<b>-3.2%</b>	<b>15.5%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>2.4%</b>	
South African Revenue Service: Machinery and equipment	1 207.8	1 674.1	2 256.6	1 096.3	-3.2%	15.5%	–	–	–	-100.0%	2.4%	

## Programme 9: Financial Intelligence and State Security

### Programme purpose

Combat financial crime, including money laundering and terror financing activities. Gather intelligence for the purpose of national security, defence and combating crime.

### Objectives

- Combat money laundering and the financing of terrorism by continually monitoring and ensuring compliance with the Financial Intelligence Centre Act (2001) and imposing certain duties on institutions and people who might be used for money laundering and financing terrorism.

- Combat crime and financial terrorism by:
  - providing services and products to law enforcement authorities, such as the South African Revenue Service and the State Security Agency, on an ongoing basis
  - collaborating with counterparts in African countries and international organisations as part of a network for information exchange on an ongoing basis
  - collaborating with the financial action task force, which reports to the G20 summit processes and several standard-setting bodies, on an ongoing basis
  - processing requests from national and international law enforcement authorities over the medium term.

### Subprogrammes

- *Financial Intelligence Centre* facilitates transfer payments to the Financial Intelligence Centre, which enhances the integrity of the South African financial system while creating new ways for investigating authorities to combat criminal activity.
- *Secret Services* facilitates transfer payments to the South African Secret Service, which provides government with accurate, topical, policy-relevant and timeous foreign intelligence to promote, enhance and protect national security and the interests of South Africa and its citizens.

### Expenditure trends and estimates

**Table 8.20 Financial Intelligence and State Security 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million											
Financial Intelligence Centre	278.7	294.3	296.7	297.3	2.2%	5.9%	316.8	317.7	336.3	4.2%	5.9%
Secret Services	4 484.8	4 656.7	4 646.1	4 702.3	1.6%	94.1%	5 078.7	5 084.4	5 307.6	4.1%	94.1%
<b>Total</b>	<b>4 763.5</b>	<b>4 951.1</b>	<b>4 942.9</b>	<b>4 999.5</b>	<b>1.6%</b>	<b>100.0%</b>	<b>5 395.5</b>	<b>5 402.1</b>	<b>5 643.9</b>	<b>4.1%</b>	<b>100.0%</b>
Change to 2021 Budget estimate				(250.0)			14.4	(9.5)	–		
<b>Economic classification</b>											
<b>Transfers and subsidies</b>	<b>4 763.5</b>	<b>4 951.1</b>	<b>4 942.9</b>	<b>4 999.5</b>	<b>1.6%</b>	<b>100.0%</b>	<b>5 395.5</b>	<b>5 402.1</b>	<b>5 643.9</b>	<b>4.1%</b>	<b>100.0%</b>
Departmental agencies and accounts	4 763.5	4 951.1	4 942.9	4 999.5	1.6%	100.0%	5 395.5	5 402.1	5 643.9	4.1%	100.0%
<b>Total</b>	<b>4 763.5</b>	<b>4 951.1</b>	<b>4 942.9</b>	<b>4 999.5</b>	<b>1.6%</b>	<b>100.0%</b>	<b>5 395.5</b>	<b>5 402.1</b>	<b>5 643.9</b>	<b>4.1%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>16.7%</b>	<b>16.6%</b>	<b>14.5%</b>	<b>11.0%</b>	–	–	<b>15.9%</b>	<b>15.8%</b>	<b>17.4%</b>	–	–
<b>Details of transfers and subsidies</b>											
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>4 330.3</b>	<b>4 630.6</b>	<b>4 605.3</b>	<b>4 646.7</b>	<b>2.4%</b>	<b>92.7%</b>	<b>4 994.2</b>	<b>4 994.8</b>	<b>5 218.2</b>	<b>3.9%</b>	<b>92.6%</b>
Financial Intelligence Centre: Operations	262.6	277.3	278.8	279.1	2.1%	5.6%	292.3	298.3	316.1	4.2%	5.5%
Secret Services: Operations	4 067.8	4 353.3	4 326.6	4 367.6	2.4%	87.1%	4 701.9	4 696.4	4 902.2	3.9%	87.1%
<b>Capital</b>	<b>433.2</b>	<b>320.5</b>	<b>337.6</b>	<b>352.9</b>	<b>-6.6%</b>	<b>7.3%</b>	<b>401.3</b>	<b>407.4</b>	<b>425.7</b>	<b>6.5%</b>	<b>7.4%</b>
Financial Intelligence Centre: Machinery and equipment	16.1	17.0	18.0	18.2	4.0%	0.4%	24.6	19.4	20.2	3.7%	0.4%
Secret Services: Machinery and equipment	417.1	303.4	319.6	334.7	-7.1%	7.0%	376.8	388.0	405.4	6.6%	7.0%

## Entities

### Accounting Standards Board

#### Selected performance indicators

**Table 8.21 Accounting Standards Board performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of Accounting Forum meetings hosted (generally recognised accounting practice standards applications issues) per year	Administration	Priority 3: Education, skills and health	8	8	8	8	8	8	8
Number of articles per year to raise awareness among stakeholders	Administration	Priority 1: A capable, ethical and developmental state	5	5	5	5	4	4	4
Number of international board meetings attended per year	Administration	Priority 7: A better Africa and world	4	4	4	4	4	4	4

#### Entity overview

The mandate of the Accounting Standards Board is to develop uniform standards of generally recognised accounting practice for all spheres of government in terms of section 216(1)(a) of the Constitution and the Public Finance Management Act (1999). A further function of the board is to promote transparency in and the effective management of the revenue, expenditure, assets and liabilities of the entities to which the standards apply.

Over the medium term, the board will focus on catching up with international developments on accounting standards that are locally adopted. The International Public Sector Accounting Standards Board and the International Accounting Standards Board have issued several standards of significant importance to public sector financial reporting. These include standards on social benefits and related obligations and leases. The board plans to issue 5 documents and complete 3 research projects on the setting of international best practice standards and the current set of standards for all spheres of government in 2022/23.

Expenditure is expected to increase at an average annual rate of 1.4 per cent, from R14.7 million in 2021/22 to R15.4 million in 2024/25. Compensation of the board's 7 employees is its largest cost driver, increasing at an average annual rate of 5.7 per cent, from R10.8 million in 2021/22 to R12.7 million in 2024/25. Expenditure on goods and services, the second-largest spending item, is expected to decrease at an average annual rate of 12.2 per cent, from R3.9 million in 2021/22 to R2.6 million in 2024/25. This is mainly due to a reduction in rental costs because of the board closing its office space and conducting its work remotely.

The board derives its revenue through transfers from the department. Revenue is expected to increase in line with expenditure.

#### Programmes/Objectives/Activities

**Table 8.22 Accounting Standards Board 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
Administration	14.6	14.5	11.7	14.7	0.2%	100.0%	14.7	14.7	15.4	1.4%	100.0%
<b>Total</b>	<b>14.6</b>	<b>14.5</b>	<b>11.7</b>	<b>14.7</b>	<b>0.2%</b>	<b>100.0%</b>	<b>14.7</b>	<b>14.7</b>	<b>15.4</b>	<b>1.4%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 8.23 Accounting Standards Board 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 (%)
	2018/19	2019/20	2020/21	2021/22				2022/23	2023/24	2024/25		
<b>Revenue</b>												
<b>Non-tax revenue</b>	0.6	0.2	0.2	0.2	-28.7%	2.2%	0.1	0.1	0.1	-20.9%	0.8%	
Other non-tax revenue	0.6	0.2	0.2	0.2	-28.7%	2.2%	0.1	0.1	0.1	-20.9%	0.8%	
<b>Transfers received</b>	14.1	14.3	11.6	14.5	1.1%	97.8%	14.6	14.6	15.3	1.7%	99.2%	
<b>Total revenue</b>	14.6	14.6	11.8	14.7	0.3%	100.0%	14.7	14.7	15.4	1.4%	100.0%	
<b>Expenses</b>												
<b>Current expenses</b>	14.6	14.5	11.7	14.7	0.2%	100.0%	14.7	14.7	15.4	1.4%	100.0%	
Compensation of employees	11.5	11.3	9.6	10.8	-2.3%	77.8%	11.6	12.1	12.7	5.7%	79.3%	
Goods and services	3.1	3.1	2.1	3.9	8.3%	21.6%	3.0	2.5	2.6	-12.2%	20.2%	
Depreciation	0.1	0.1	0.1	0.1	22.1%	0.6%	0.1	0.1	0.1	-13.4%	0.5%	
<b>Total expenses</b>	14.6	14.5	11.7	14.7	0.2%	100.0%	14.7	14.7	15.4	1.4%	100.0%	
<b>Surplus/(Deficit)</b>	-	-	-	-	-	-	-	-	-	-	-	
<b>Cash flow statement</b>												
<b>Cash flow from operating activities</b>	(0.4)	(1.4)	2.2	(0.7)	24.2%	100.0%	(0.2)	(0.2)	(0.2)	-31.6%	100.0%	
<b>Receipts</b>												
<b>Transfers received</b>	14.1	14.3	14.4	14.4	0.7%	99.5%	14.6	14.6	15.3	2.1%	100.0%	
<b>Financial transactions in assets and liabilities</b>	0.3	0.0	0.0	-	-100.0%	0.5%	-	-	-	-	-	
<b>Total receipts</b>	14.3	14.4	14.4	14.4	0.1%	100.0%	14.6	14.6	15.3	2.1%	100.0%	
<b>Payment</b>												
<b>Current payments</b>	14.7	15.8	12.2	15.0	0.8%	100.0%	14.8	14.8	15.5	1.0%	100.0%	
Compensation of employees	11.5	13.0	9.9	11.2	-0.9%	78.8%	11.9	12.4	12.9	4.9%	80.2%	
Goods and services	3.2	2.8	2.3	3.9	6.5%	21.2%	2.9	2.5	2.6	-12.5%	19.8%	
<b>Total payments</b>	14.7	15.8	12.2	15.0	0.8%	100.0%	14.8	14.8	15.5	1.0%	100.0%	
<b>Net cash flow from investing activities</b>	0.1	0.2	0.0	0.2	17.4%	100.0%	0.2	0.2	0.2	-4.3%	100.0%	
Acquisition of property, plant, equipment and intangible assets	(0.2)	(0.1)	(0.1)	-	-100.0%	-136.7%	-	-	-	-	-	
Proceeds from the sale of property, plant, equipment and intangible assets	0.0	0.0	-	-	-100.0%	3.9%	-	-	-	-	-	
Other flows from investing activities	0.3	0.2	0.2	0.2	-12.6%	232.8%	0.2	0.2	0.2	-4.3%	100.0%	
<b>Net increase/(decrease) in cash and cash equivalents</b>	(0.2)	(1.3)	2.3	(0.5)	27.4%	1.4%	(0.1)	(0.1)	(0.1)	-53.4%	-1.1%	
<b>Statement of financial position</b>												
Carrying value of assets of which:	0.4	0.3	0.4	0.3	-9.2%	19.5%	0.1	0.1	0.1	-27.7%	21.6%	
<b>Acquisition of assets</b>	(0.2)	(0.1)	(0.1)	-	-100.0%	-	-	-	-	-	-	
Receivables and prepayments	0.1	0.1	0.2	0.1	-	4.2%	0.1	0.1	0.1	1.2%	9.1%	
Cash and cash equivalents	2.6	1.3	3.6	0.4	-46.0%	76.3%	0.4	0.4	0.4	3.4%	69.3%	
<b>Total assets</b>	3.0	1.7	4.1	0.7	-37.5%	100.0%	0.6	0.6	0.6	-5.9%	100.0%	
Accumulated surplus/(deficit)	0.3	0.3	0.4	0.3	-3.0%	18.9%	0.1	0.1	0.1	-27.7%	21.6%	
Capital reserve fund	-	-	2.8	-	-	17.3%	-	-	-	-	-	
Trade and other payables	0.1	0.4	0.3	0.1	5.1%	13.7%	0.1	0.1	0.1	3.2%	22.5%	
Provisions	2.6	0.9	0.6	0.3	-49.7%	50.0%	0.3	0.4	0.4	3.1%	55.9%	
<b>Total equity and liabilities</b>	3.0	1.7	4.1	0.7	-37.5%	100.0%	0.6	0.6	0.6	-5.9%	100.0%	

**Personnel information****Table 8.24 Accounting Standards Board personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate										
		2020/21			2021/22			2022/23			2023/24			2024/25			2021/22 - 2024/25	
Accounting Standards Board		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	7	7	9.6	1.4	7	10.8	1.5	7	11.6	1.7	7	12.1	1.7	7	12.7	1.8	5.7%	100.0%
7 – 10	1	1	0.2	0.2	1	0.4	0.4	1	0.4	0.4	1	0.4	0.4	1	0.4	0.4	5.7%	3.4%
11 – 12	1	1	0.7	0.7	1	0.9	0.9	1	1.0	1.0	1	1.0	1.0	1	1.1	1.1	5.7%	8.4%
13 – 16	4	4	5.8	1.5	4	6.6	1.6	4	7.1	1.8	4	7.4	1.9	4	7.7	1.9	5.7%	61.0%
17 – 22	1	1	2.7	2.7	1	2.9	2.9	1	3.2	3.2	1	3.3	3.3	1	3.4	3.4	5.7%	27.2%

1. Rand million.

**Cooperative Banks Development Agency****Selected performance indicators****Table 8.25 Cooperative Banks Development Agency performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Number of outreach and education activities about cooperative financial institution models for groups and institutions per year	Administration	Priority 2: Economic transformation and job creation	15	5	26	12	12	12	12
Number of cooperative financial institutions provided with direct technical assistance per year	Capacity building and information		17	39	66	64	64	64	64

**Entity overview**

The Cooperative Banks Development Agency was established in terms of the Cooperative Banks Act (2007), with the South African Reserve Bank as the sole supervisor of cooperative banks. The agency is mandated to provide for the registration and supervision of financial services cooperatives that take deposits and savings, and credit cooperatives, collectively referred to as cooperative financial institutions. The agency also facilitates, promotes and funds the education and training of these institutions.

Over the medium term, the agency will focus on collaborating and strengthening partnerships with stakeholders as a new approach to assisting the seamless implementation of institutional development, enhancing operational efficiency through innovative technology interventions and solutions, and expanding the footprint of sustainable cooperative banking institutions through a holistic support programme.

Expenditure is expected to increase at an average annual rate of 2.5 per cent, from R20.5 million in 2021/22 to R22.1 million in 2024/25. Compensation of employees is the largest spending area, increasing at an average annual rate of 5.2 per cent, from R13.1 million in 2021/22 to R15.2 million in 2024/25.

The agency derives its revenue mainly through transfers from the department. Revenue is expected to increase in line with expenditure.

**Programmes/Objectives/Activities****Table 8.26 Cooperative Banks Development Agency expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	7.8	11.1	13.8	9.7	7.3%	45.2%	9.5	9.3	9.0	-2.3%	44.5%
Capacity building and information	15.5	7.6	7.5	10.8	-11.3%	41.9%	11.4	11.8	13.0	6.5%	55.5%
Central support services	7.7	6.9	-	-	-100.0%	12.9%	-	-	-	-	-
<b>Total</b>	<b>31.0</b>	<b>25.6</b>	<b>21.3</b>	<b>20.5</b>	<b>-12.9%</b>	<b>100.0%</b>	<b>21.0</b>	<b>21.1</b>	<b>22.1</b>	<b>2.5%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 8.27 Cooperative Banks Development Agency statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>7.2</b>	<b>7.7</b>	<b>8.6</b>	<b>0.1</b>	<b>-73.0%</b>	<b>20.0%</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>12.8%</b>	<b>0.8%</b>
Sale of goods and services other than capital assets	0.0	0.0	0.0	0.0	26.0%	-	0.0	0.0	0.0	-	-
Other sales	0.0	0.0	0.0	0.0	26.0%	-	0.0	0.0	0.0	-	-
Other non-tax revenue	7.2	7.7	8.6	0.1	-73.2%	20.0%	0.1	0.2	0.2	13.2%	0.8%
<b>Transfers received</b>	<b>23.9</b>	<b>21.1</b>	<b>20.5</b>	<b>20.3</b>	<b>-5.2%</b>	<b>80.0%</b>	<b>20.8</b>	<b>20.9</b>	<b>21.9</b>	<b>2.4%</b>	<b>99.2%</b>
<b>Total revenue</b>	<b>31.0</b>	<b>28.8</b>	<b>29.1</b>	<b>20.5</b>	<b>-13.0%</b>	<b>100.0%</b>	<b>21.0</b>	<b>21.1</b>	<b>22.1</b>	<b>2.5%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>31.0</b>	<b>25.6</b>	<b>21.3</b>	<b>20.5</b>	<b>-12.9%</b>	<b>100.0%</b>	<b>21.0</b>	<b>21.1</b>	<b>22.1</b>	<b>2.5%</b>	<b>100.0%</b>
Compensation of employees	12.1	12.0	12.3	13.1	2.7%	51.9%	13.7	14.8	15.2	5.2%	67.0%
Goods and services	18.4	13.3	8.8	7.1	-27.2%	46.8%	7.0	6.0	6.5	-2.9%	31.4%
Depreciation	0.5	0.3	0.2	0.3	-15.3%	1.3%	0.3	0.3	0.4	5.3%	1.5%
<b>Total expenses</b>	<b>31.0</b>	<b>25.6</b>	<b>21.3</b>	<b>20.5</b>	<b>-12.9%</b>	<b>100.0%</b>	<b>21.0</b>	<b>21.1</b>	<b>22.1</b>	<b>2.5%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>3.2</b>	<b>7.8</b>	<b>-</b>	<b>-</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>6.5</b>	<b>4.6</b>	<b>3.7</b>	<b>3.6</b>	<b>-17.8%</b>	<b>100.0%</b>	<b>1.1</b>	<b>1.0</b>	<b>0.6</b>	<b>-46.0%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>0.8</b>	<b>1.0</b>	<b>0.1</b>	<b>0.1</b>	<b>-43.1%</b>	<b>2.0%</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>12.8%</b>	<b>0.8%</b>
Sales of goods and services other than capital assets	0.2	0.1	0.0	0.0	-74.5%	0.4%	0.0	0.0	0.0	-	-
Other sales	0.2	0.1	-	-	-100.0%	0.3%	-	-	-	-	-
Other tax receipts	0.5	0.8	0.1	0.1	-36.1%	1.6%	0.1	0.2	0.2	13.2%	0.8%
<b>Transfers received</b>	<b>27.0</b>	<b>23.8</b>	<b>22.5</b>	<b>20.3</b>	<b>-9.0%</b>	<b>98.0%</b>	<b>20.8</b>	<b>20.9</b>	<b>21.9</b>	<b>2.4%</b>	<b>99.2%</b>
<b>Total receipts</b>	<b>27.8</b>	<b>24.8</b>	<b>22.6</b>	<b>20.5</b>	<b>-9.6%</b>	<b>100.0%</b>	<b>21.0</b>	<b>21.1</b>	<b>22.1</b>	<b>2.5%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>21.3</b>	<b>20.2</b>	<b>18.9</b>	<b>16.9</b>	<b>-7.4%</b>	<b>100.0%</b>	<b>19.9</b>	<b>20.1</b>	<b>21.5</b>	<b>8.4%</b>	<b>100.0%</b>
Compensation of employees	12.1	12.0	14.5	13.1	2.6%	67.6%	13.7	14.8	15.2	5.2%	72.6%
Goods and services	9.2	8.1	4.4	3.8	-25.4%	32.4%	6.2	5.3	6.3	18.1%	27.4%
<b>Total payments</b>	<b>21.3</b>	<b>20.2</b>	<b>18.9</b>	<b>16.9</b>	<b>-7.4%</b>	<b>100.0%</b>	<b>19.9</b>	<b>20.1</b>	<b>21.5</b>	<b>8.4%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>1.4%</b>	<b>100.0%</b>	<b>(0.1)</b>	<b>(0.6)</b>	<b>(0.4)</b>	<b>63.0%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	-	(0.0)	-	-	-	2.3%	(0.0)	(0.4)	(0.3)	-	38.1%
Acquisition of software and other intangible assets	(0.1)	(0.1)	(0.2)	(0.1)	1.4%	97.7%	(0.1)	(0.2)	(0.2)	15.6%	61.9%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>6.4</b>	<b>4.5</b>	<b>3.5</b>	<b>3.5</b>	<b>-18.2%</b>	<b>17.9%</b>	<b>1.0</b>	<b>0.4</b>	<b>0.1</b>	<b>-65.6%</b>	<b>6.1%</b>
<b>Statement of financial position</b>											
Carrying value of assets	0.3	0.1	0.7	0.9	51.3%	3.6%	0.7	0.6	0.4	-21.6%	10.0%
<i>of which:</i>											
Acquisition of assets	-	(0.0)	-	-	-	-	(0.0)	(0.4)	(0.3)	-	-
Receivables and prepayments	1.1	0.0	0.0	0.0	-79.4%	2.6%	0.0	0.0	0.0	9.1%	0.2%
Cash and cash equivalents	10.0	14.5	21.0	10.0	0.1%	93.8%	6.5	4.3	3.7	-28.4%	89.8%
<b>Total assets</b>	<b>11.4</b>	<b>14.6</b>	<b>21.7</b>	<b>10.9</b>	<b>-1.4%</b>	<b>100.0%</b>	<b>7.2</b>	<b>4.9</b>	<b>4.1</b>	<b>-27.8%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	(2.1)	2.5	8.5	2.8	-210.6%	15.9%	0.9	0.6	0.3	-55.5%	14.2%
Capital and reserves	2.0	2.1	2.2	2.3	4.7%	15.7%	2.3	2.4	2.5	3.0%	40.6%
Capital reserve fund	9.0	8.5	9.5	5.0	-17.7%	56.8%	3.0	1.0	0.5	-53.6%	30.0%
Trade and other payables	2.0	1.2	0.6	0.2	-55.3%	7.4%	0.4	0.4	0.3	19.5%	5.8%
Provisions	0.5	0.3	0.9	0.6	4.2%	4.2%	0.6	0.5	0.6	-1.5%	9.4%
<b>Total equity and liabilities</b>	<b>11.4</b>	<b>14.6</b>	<b>21.7</b>	<b>10.9</b>	<b>-1.4%</b>	<b>100.0%</b>	<b>7.2</b>	<b>4.9</b>	<b>4.1</b>	<b>-27.8%</b>	<b>100.0%</b>

**Personnel information****Table 8.28 Cooperative Banks Development Agency personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						2021/22 - 2024/25						
		2020/21		2021/22		2022/23		2023/24		2024/25										
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost							
Cooperative Banks Development Agency		18	18	21	12.3	0.6	18	13.1	0.7	17	13.7	0.8	17	14.8	0.9	17	15.2	0.9	5.2%	100.0%
Salary level																				
7 – 10	8	8	11	3.1	0.3	8	3.0	0.4	8	3.3	0.4	8	3.6	0.4	8	3.8	0.5	7.5%	24.1%	
11 – 12	7	7	6	6.1	1.0	7	6.4	0.9	6	6.4	1.1	6	6.9	1.2	6	7.1	1.2	4.0%	47.4%	
13 – 16	3	3	4	3.1	0.8	3	3.7	1.2	3	3.9	1.3	3	4.2	1.4	3	4.3	1.4	5.2%	28.5%	

1. Rand million.

**Development Bank of Southern Africa****Selected performance indicators****Table 8.29 Development Bank of Southern Africa performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Cost-to-income ratio (bank-wide) per year	Administration	Priority 2: Economic	23% (R1.1bn/ R4.8bn)	27% (R1.2bn/ R4.4bn)	25% (R1.3bn/ R5.1bn)	36%	43%	42%	42%
Value of disbursements to infrastructure-related projects per year	Development finance	transformation and job creation	R8.9bn	R15.4bn	R13.5bn	R13.5bn	R14bn	R15bn	R15bn

**Entity overview**

The Development Bank of Southern Africa was reconstituted in terms of the Development Bank of Southern Africa Act (1997) as a development finance institution with the primary purpose of promoting economic development and growth. The bank also promotes the development of human resources and institutional capacity by mobilising financial and other resources from national and international private and public sector partners for sustainable development projects and programmes in South Africa and other Southern African countries.

Over the medium term, the bank aims to measure the socioeconomic impact of the projects it funds. It will actively support infrastructure development in municipalities to address backlogs and expedite the delivery of essential social services to create sustainable living conditions within communities and improve quality of life.

Expenditure is expected to increase at an average annual rate of 4.2 per cent, from R8.1 billion in 2021/22 to R9.1 billion in 2024/25. This includes an allocation of R304.5 million over the MTEF period for the social housing programme to support the operations of the Infrastructure Fund. The bank's main cost driver is interest, spending on which is set to increase at an average annual rate of 3.4 per cent, from R4.2 billion in 2021/22 to R4.6 billion in 2024/25. Compensation of employees is the second-largest spending area, increasing at an average annual rate of 4.8 per cent, from R988.4 billion in 2021/22 to R1.1 billion in 2024/25.

The bank derives its revenue mainly through interest income and fees charged on investments. Revenue is expected to increase at an average annual rate of 5.6 per cent, from R8.9 billion in 2021/22 to R10.5 billion in 2024/25.

**Programmes/Objectives/Activities****Table 8.30 Development Bank of Southern Africa expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	839.8	1 145.3	865.4	1 806.5	29.1%	15.4%	1 933.0	2 023.8	2 114.7	5.4%	22.9%
Development finance	5 378.1	7 934.4	5 188.9	6 030.4	3.9%	81.9%	6 335.0	6 451.6	6 741.2	3.8%	74.3%
Non-financing development activities	172.1	189.5	190.2	220.3	8.6%	2.6%	231.0	242.3	253.2	4.8%	2.8%
<b>Total</b>	<b>6 390.0</b>	<b>9 269.1</b>	<b>6 244.5</b>	<b>8 057.3</b>	<b>8.0%</b>	<b>100.0%</b>	<b>8 499.0</b>	<b>8 717.7</b>	<b>9 109.2</b>	<b>4.2%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 8.31 Development Bank of Southern Africa statements of financial performance, cash flow and financial position****Statement of financial performance**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>9 486.7</b>	<b>9 772.9</b>	<b>7 667.2</b>	<b>8 652.1</b>	<b>-3.0%</b>	<b>99.3%</b>	<b>9 478.3</b>	<b>9 952.1</b>	<b>10 398.9</b>	<b>6.3%</b>	<b>98.4%</b>
Sale of goods and services other than capital assets	193.4	255.5	187.9	240.2	7.5%	2.5%	284.9	318.5	332.9	11.5%	3.0%
Other non-tax revenue	9 293.3	9 517.4	7 479.3	8 411.9	-3.3%	96.8%	9 193.3	9 633.6	10 066.1	6.2%	95.4%
Transfers received	-	0.2	-	253.8	-	0.7%	174.2	81.9	85.6	-30.4%	1.6%
<b>Total revenue</b>	<b>9 486.7</b>	<b>9 773.1</b>	<b>7 667.2</b>	<b>8 905.9</b>	<b>-2.1%</b>	<b>100.0%</b>	<b>9 652.4</b>	<b>10 034.0</b>	<b>10 484.6</b>	<b>5.6%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>6 349.8</b>	<b>9 151.8</b>	<b>6 096.0</b>	<b>7 408.0</b>	<b>5.3%</b>	<b>96.9%</b>	<b>7 883.7</b>	<b>8 172.4</b>	<b>8 539.3</b>	<b>4.9%</b>	<b>93.0%</b>
Compensation of employees	741.6	739.0	821.3	988.4	10.0%	11.2%	1 037.8	1 089.7	1 138.6	4.8%	12.4%
Goods and services	1 673.2	4 520.6	1 792.9	2 227.8	10.0%	32.8%	2 441.3	2 650.0	2 769.0	7.5%	29.3%
Depreciation	19.6	29.3	32.3	39.0	25.8%	0.4%	39.4	39.8	41.6	2.2%	0.5%
Interest, dividends and rent on land	3 915.4	3 862.8	3 449.5	4 152.9	2.0%	52.4%	4 365.1	4 392.8	4 590.1	3.4%	50.9%
Transfers and subsidies	40.2	117.4	148.6	649.2	152.7%	3.1%	615.3	545.3	569.8	-4.3%	7.0%
<b>Total expenses</b>	<b>6 390.0</b>	<b>9 269.1</b>	<b>6 244.5</b>	<b>8 057.3</b>	<b>8.0%</b>	<b>100.0%</b>	<b>8 499.0</b>	<b>8 717.7</b>	<b>9 109.2</b>	<b>4.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>3 096.7</b>	<b>503.9</b>	<b>1 422.6</b>	<b>848.6</b>	<b>-35.0%</b>		<b>1 153.5</b>	<b>1 316.3</b>	<b>1 375.4</b>	<b>17.5%</b>	

**Cash flow statement**

<b>Cash flow from operating activities</b>	<b>3 826.3</b>	<b>3 681.3</b>	<b>3 813.5</b>	<b>2 924.9</b>	<b>-8.6%</b>	<b>100.0%</b>	<b>3 316.9</b>	<b>3 668.0</b>	<b>3 832.7</b>	<b>9.4%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>8 464.2</b>	<b>8 481.5</b>	<b>8 655.6</b>	<b>8 443.3</b>	<b>-0.1%</b>	<b>98.7%</b>	<b>9 206.0</b>	<b>9 759.5</b>	<b>10 197.7</b>	<b>6.5%</b>	<b>98.4%</b>
Sale of goods and services other than capital assets	193.4	255.5	187.9	240.2	7.5%	2.5%	284.9	318.5	332.9	11.5%	3.1%
Other tax receipts	8 270.8	8 226.0	8 467.7	8 203.1	-0.3%	96.2%	8 921.0	9 440.9	9 864.8	6.3%	95.4%
Transfers received	-	-	-	233.8	-	0.7%	150.4	55.4	57.9	-37.2%	1.4%
Financial transactions in assets and liabilities	131.4	30.8	26.6	17.1	-49.3%	0.6%	20.3	22.7	23.7	11.5%	0.2%
<b>Total receipts</b>	<b>8 595.6</b>	<b>8 512.3</b>	<b>8 682.2</b>	<b>8 694.3</b>	<b>0.4%</b>	<b>100.0%</b>	<b>9 376.8</b>	<b>9 837.6</b>	<b>10 279.3</b>	<b>5.7%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>4 769.4</b>	<b>4 831.1</b>	<b>4 230.9</b>	<b>5 769.4</b>	<b>6.6%</b>	<b>96.7%</b>	<b>6 059.9</b>	<b>6 169.6</b>	<b>6 446.6</b>	<b>3.8%</b>	<b>100.0%</b>
Compensation of employees	741.0	737.3	821.3	988.4	10.1%	16.2%	1 037.8	1 089.7	1 138.6	4.8%	17.4%
Goods and services	300.0	569.3	300.5	628.2	27.9%	8.8%	656.9	687.0	717.9	4.6%	11.0%
Interest and rent on land	3 728.3	3 524.5	3 109.0	4 152.9	3.7%	71.7%	4 365.1	4 392.8	4 590.1	3.4%	71.6%
Payments for financial assets	-	-	637.8	-	-	3.3%	-	-	-	-	-
<b>Total payments</b>	<b>4 769.4</b>	<b>4 831.1</b>	<b>4 868.7</b>	<b>5 769.4</b>	<b>6.6%</b>	<b>100.0%</b>	<b>6 059.9</b>	<b>6 169.6</b>	<b>6 446.6</b>	<b>3.8%</b>	<b>100.0%</b>
<b>Net cash flow from advancing activities (financial institutions only)</b>	<b>1 216.7</b>	<b>(9 016.6)</b>	<b>(1 977.4)</b>	<b>(3 748.1)</b>	<b>-245.5%</b>	<b>100.0%</b>	<b>(5 834.2)</b>	<b>(5 849.7)</b>	<b>(6 112.4)</b>	<b>17.7%</b>	<b>100.0%</b>
Disbursements and other payments	(8 750.7)	(15 772.0)	(13 678.0)	(13 811.0)	16.4%	129.0%	(14 363.6)	(15 406.0)	(16 097.7)	5.2%	285.3%
Repayments and other receipts	9 967.3	6 755.4	11 700.6	10 062.8	0.3%	-29.0%	8 529.3	9 556.3	9 985.4	-0.3%	-185.3%
<b>Net cash flow from investing activities</b>	<b>(345.2)</b>	<b>32.6</b>	<b>1 331.4</b>	<b>(142.8)</b>	<b>-25.5%</b>	<b>100.0%</b>	<b>(130.1)</b>	<b>(139.3)</b>	<b>(145.6)</b>	<b>0.7%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(26.7)	(7.7)	(10.7)	(126.8)	68.2%	18.0%	(133.2)	(139.8)	(146.1)	4.8%	98.0%
Acquisition of software and other intangible assets	(1.2)	(8.6)	(12.3)	(23.3)	170.6%	-2.7%	(24.4)	(25.6)	(26.8)	4.8%	18.0%
Proceeds from the sale of property, plant, equipment and intangible assets	0.5	2.6	0.3	-	-100.0%	2.0%	-	-	-	-	-
Other flows from investing activities	(317.9)	46.4	1,354.1	7.3	-128.5%	82.7%	27.5	26.1	27.3	55.0%	-15.9%

**Table 8.31 Development Bank of Southern Africa statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Net cash flow from financing activities</b>	<b>(5 516.6)</b>	<b>5 838.7</b>	<b>2 352.4</b>	<b>(2 922.0)</b>	<b>-19.1%</b>	<b>100.0%</b>	<b>2 705.4</b>	<b>2 428.6</b>	<b>2 537.6</b>	<b>-195.4%</b>	<b>100.0%</b>
Borrowing activities	(18 618.7)	(19 520.1)	(21 187.3)	(7 552.6)	-26.0%	-159.8%	(16 178.3)	(10 478.5)	(10 949.0)	13.2%	-300.6%
Other flows from financing activities	13 102.1	25 358.8	23 539.7	4 630.6	-29.3%	259.8%	18 883.7	12 907.1	13 486.7	42.8%	400.6%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(819.0)</b>	<b>536.0</b>	<b>5 519.8</b>	<b>(3 888.1)</b>	<b>68.1%</b>	<b>8.3%</b>	<b>57.9</b>	<b>107.5</b>	<b>112.4</b>	<b>-130.7%</b>	<b>-11.3%</b>
<b>Statement of financial position</b>											
Carrying value of assets of which:	518.2	497.7	487.3	647.2	7.7%	0.6%	765.4	891.0	931.0	12.9%	0.8%
Acquisition of assets	(26.7)	(7.7)	(10.7)	(126.8)	68.2%	100.0%	(133.2)	(139.8)	(146.1)	4.8%	100.0%
Investments	8 575.1	8 629.5	6 256.0	5 720.5	-12.6%	7.6%	5 423.5	5 253.0	5 488.9	-1.4%	5.2%
Loans	77 106.7	87 551.0	84 029.5	88 305.8	4.6%	86.8%	92 741.1	96 799.6	101 145.9	4.6%	90.4%
Receivables and prepayments	365.6	328.1	296.4	364.2	-0.1%	0.4%	382.4	401.5	419.5	4.8%	0.4%
Cash and cash equivalents	2 922.9	3 458.8	8 978.6	3 291.1	4.0%	4.8%	3 349.0	3 456.6	3 611.8	3.1%	3.3%
<b>Total assets</b>	<b>89 488.4</b>	<b>100 465.1</b>	<b>100 047.7</b>	<b>98 328.8</b>	<b>3.2%</b>	<b>100.0%</b>	<b>102 661.4</b>	<b>106 801.8</b>	<b>111 597.2</b>	<b>4.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	22 717.9	23 005.3	24 366.3	24 655.0	2.8%	24.4%	25 808.5	27 124.8	28 342.7	4.8%	25.3%
Capital and reserves	2 562.3	2 680.0	2 891.9	2 784.3	2.8%	2.8%	2 784.3	2 784.3	2 909.4	1.5%	2.7%
Capital reserve fund	11 892.3	11 892.3	11 892.3	11 892.3	-	12.3%	11 892.3	11 892.3	12 426.3	1.5%	11.5%
Borrowings	51 283.4	61 918.5	59 492.1	58 345.7	4.4%	59.4%	61 443.9	64 192.5	67 074.8	4.8%	59.8%
Deferred income	-	-	503.1	71.7	-	0.1%	135.2	192.6	201.2	41.1%	0.1%
Trade and other payables	679.0	696.3	740.0	416.6	-15.0%	0.7%	429.1	442.0	461.9	3.5%	0.4%
Provisions	353.5	272.7	162.1	163.2	-22.7%	0.2%	168.1	173.1	180.9	3.5%	0.2%
<b>Total equity and liabilities</b>	<b>89 488.4</b>	<b>100 465.1</b>	<b>100 047.7</b>	<b>98 328.8</b>	<b>3.2%</b>	<b>100.0%</b>	<b>102 661.4</b>	<b>106 801.8</b>	<b>111 597.2</b>	<b>4.3%</b>	<b>100.0%</b>

**Personnel information****Table 8.32 Development Bank of Southern Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022	Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)		
	Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate			Medium-term expenditure estimate						2021/22 - 2024/25					
			2020/21	Unit cost	2021/22	Unit cost	2022/23		2023/24		2024/25								
<b>Development Bank of Southern Africa</b>	<b>678</b>	<b>678</b>	<b>606</b>	<b>821.3</b>	<b>1.4</b>	<b>678</b>	<b>988.4</b>	<b>1.5</b>	<b>678</b>	<b>1,037.8</b>	<b>1.5</b>	<b>678</b>	<b>1,089.7</b>	<b>1.6</b>	<b>678</b>	<b>1,138.6</b>	<b>1.7</b>	<b>4.8%</b>	<b>100.0%</b>
Salary level			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
1 – 6	51	51	51	12.4	0.2	51	12.9	0.3	51	13.5	0.3	51	14.2	0.3	51	14.8	0.3	4.8%	1.3%
7 – 10	150	150	150	93.9	0.6	150	97.7	0.7	150	102.6	0.7	150	107.7	0.7	150	112.5	0.8	4.8%	9.9%
11 – 12	97	97	97	109.0	1.1	97	113.4	1.2	97	119.1	1.2	97	125.0	1.3	97	130.7	1.3	4.8%	11.5%
13 – 16	360	360	288	519.6	1.8	360	685.0	1.9	360	719.3	2.0	360	755.3	2.1	360	789.2	2.2	4.8%	69.3%
17 – 22	20	20	20	86.4	4.3	20	79.4	4.0	20	83.3	4.2	20	87.5	4.4	20	91.4	4.6	4.8%	8.0%

1. Rand million.

**Financial and Fiscal Commission****Selected performance indicators****Table 8.33 Financial and Fiscal Commission performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance 2021/22	MTEF targets		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Annual submission for the Division of Revenue Bill with recommendations	Research	Priority 1: A capable, ethical and developmental state	1	1	1	1	1	1	1
Number of policy briefs published per year	Research		5	8	4	10	10	10	10
Number of technical reports published per year	Research		1	1	1	1	1	1	1

**Entity overview**

The Financial and Fiscal Commission derives its mandate from the Financial and Fiscal Commission Act (1997), which requires the commission to advise relevant authorities on financial and fiscal requirements for national, provincial and local spheres of government in terms of section 220 of the Constitution. Other legislation that informs the commission's mandate includes: the Borrowing Powers of Provincial Governments Act (1996), the Intergovernmental Fiscal Relations Act (1997), the Provincial Tax Regulation Process Act (2001), the Municipal Finance Management Act (2003), the Municipal Systems Amendment Act (2003), the Municipal Fiscal Powers and Functions Act (2007), and the Money Bills Amendment Procedure and Related Matters Act (2009).

Over the medium term, the commission aims to publish policy research papers and conduct briefings on a broad range of topics, including the restoration of local government public finances and the impact of the COVID-19 pandemic and related recovery strategies.

Expenditure is expected to increase at an average annual rate of 0.9 per cent, from R63.6 million in 2021/22 to R65.4 million in 2024/25. Spending on compensation of employees is the commission's main cost driver, increasing at an average annual rate of 8.4 per cent, from R30 million in 2021/22 to R38.3 million in 2024/25, due to a projected increase in personnel from 43 in 2021/22 to 48 over the medium term. Spending on goods and services, the commission's second-largest cost driver, is set to decrease at an average annual rate of 7 per cent, from R33.2 million in 2021/22 to R26.7 million in 2024/25, due to cost-cutting measures implemented on administration and a reduction in the use of external researchers.

The commission derives its revenue mainly through transfers from the department.

### Programmes/Objectives/Activities

**Table 8.34 Financial and Fiscal Commission expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/Total (%) 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	31.5	36.4	55.8	43.3	11.2%	69.7%	43.0	41.3	43.3	–	67.0%
Research	18.3	20.8	10.8	20.3	3.5%	30.3%	20.9	21.0	22.1	2.8%	33.0%
<b>Total</b>	<b>49.8</b>	<b>57.1</b>	<b>66.6</b>	<b>63.6</b>	<b>8.5%</b>	<b>100.0%</b>	<b>63.9</b>	<b>62.3</b>	<b>65.4</b>	<b>0.9%</b>	<b>100.0%</b>

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

**Table 8.35 Financial and Fiscal Commission statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/Total (%) 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
Non-tax revenue	3.0	0.7	0.5	0.4	-47.6%	2.1%	0.1	0.1	0.4	0.8%	0.4%
Other non-tax revenue	3.0	0.7	0.5	0.4	-47.6%	2.1%	0.1	0.1	0.4	0.8%	0.4%
Transfers received	51.8	54.3	63.8	63.2	6.9%	97.9%	63.8	64.1	67.0	1.9%	99.6%
<b>Total revenue</b>	<b>54.8</b>	<b>55.1</b>	<b>64.3</b>	<b>63.6</b>	<b>5.1%</b>	<b>100.0%</b>	<b>63.9</b>	<b>64.2</b>	<b>67.4</b>	<b>1.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
Current expenses	49.8	57.1	66.6	63.6	8.5%	100.0%	63.9	62.3	65.4	0.9%	100.0%
Compensation of employees	34.4	35.2	31.1	30.0	-4.4%	56.2%	36.3	36.5	38.3	8.4%	55.3%
Goods and services	15.2	21.9	33.1	33.2	29.6%	42.7%	27.2	25.4	26.7	-7.0%	44.0%
Depreciation	0.2	–	2.4	0.4	25.8%	1.2%	0.4	0.4	0.4	2.8%	0.7%
<b>Total expenses</b>	<b>49.8</b>	<b>57.1</b>	<b>66.6</b>	<b>63.6</b>	<b>8.5%</b>	<b>100.0%</b>	<b>63.9</b>	<b>62.3</b>	<b>65.4</b>	<b>0.9%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>4.9</b>	<b>(2.1)</b>	<b>(2.2)</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>–</b>	<b>1.9</b>	<b>2.0</b>	<b>–</b>	<b>–</b>
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(4.0)</b>	<b>5.0</b>	<b>8.0</b>	<b>4.6</b>	<b>-204.2%</b>	<b>100.0%</b>	<b>3.6</b>	<b>2.6</b>	<b>4.2</b>	<b>-2.6%</b>	<b>100.0%</b>
<b>Receipts</b>											
Non-tax receipts	0.9	0.1	0.5	0.1	-51.4%	0.7%	0.1	0.1	0.1	3.1%	0.2%
Other tax receipts	0.9	0.1	0.5	0.1	-51.4%	0.7%	0.1	0.1	0.1	3.1%	0.2%
Transfers received	51.8	54.3	63.8	63.2	6.9%	99.3%	63.8	64.1	67.0	1.9%	99.8%
Financial transactions in assets and liabilities	–	–	0.0	–	–	–	–	–	–	–	–
<b>Total receipts</b>	<b>52.7</b>	<b>54.4</b>	<b>64.3</b>	<b>63.3</b>	<b>6.3%</b>	<b>100.0%</b>	<b>63.9</b>	<b>64.2</b>	<b>67.1</b>	<b>1.9%</b>	<b>100.0%</b>
<b>Payment</b>											
Current payments	48.7	49.4	56.3	58.7	6.4%	96.4%	60.4	61.6	62.8	2.3%	100.0%
Compensation of employees	32.3	34.4	31.1	32.6	0.3%	59.3%	33.1	33.1	33.1	0.5%	54.1%
Goods and services	16.4	15.0	25.2	26.2	16.8%	37.1%	27.3	28.5	29.8	4.4%	45.9%
Transfers and subsidies	8.1	–	–	–	-100.0%	3.6%	–	–	–	–	–
<b>Total payments</b>	<b>56.8</b>	<b>49.4</b>	<b>56.3</b>	<b>58.7</b>	<b>1.1%</b>	<b>100.0%</b>	<b>60.4</b>	<b>61.6</b>	<b>62.8</b>	<b>2.3%</b>	<b>100.0%</b>

**Table 8.35 Financial and Fiscal Commission statements of financial performance, cash flow and financial position**

Statement of financial performance											
	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
R million											
<b>Net cash flow from investing activities</b>	(1.2)	(0.2)	(2.6)	(4.6)	57.0%	100.0%	(3.6)	(2.6)	(4.6)	-0.2%	100.0%
Acquisition of property, plant, equipment and intangible assets	(0.1)	(0.2)	(2.6)	(4.6)	231.3%	77.7%	(3.6)	(2.6)	(4.6)	-0.2%	100.0%
Acquisition of software and other intangible assets	(1.1)	-	-	-	-100.0%	22.3%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(5.2)</b>	<b>4.9</b>	<b>5.4</b>	<b>(0.0)</b>	<b>-95.8%</b>	<b>1.5%</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.3)</b>	<b>840.5%</b>	<b>-0.1%</b>
<b>Statement of financial position</b>											
Carrying value of assets of which:	2.6	2.0	2.2	2.4	-2.7%	12.1%	2.5	2.7	2.7	3.1%	9.6%
Acquisition of assets	(0.1)	(0.2)	(2.6)	(4.6)	231.3%	100.0%	(3.6)	(2.6)	(4.6)	-0.2%	100.0%
Receivables and prepayments	0.5	0.3	0.3	0.3	-15.0%	1.9%	0.3	0.4	0.4	3.1%	1.3%
Cash and cash equivalents	10.2	18.7	20.5	22.6	30.3%	86.0%	23.7	24.8	24.8	3.1%	89.2%
<b>Total assets</b>	<b>13.4</b>	<b>20.9</b>	<b>23.0</b>	<b>25.3</b>	<b>23.8%</b>	<b>100.0%</b>	<b>26.6</b>	<b>27.8</b>	<b>27.8</b>	<b>3.1%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	9.0	15.4	17.1	18.9	28.0%	72.4%	19.8	20.7	20.7	3.1%	74.5%
Capital and reserves	0.9	0.9	0.9	0.9	-	4.7%	0.9	1.0	1.0	1.5%	3.5%
Trade and other payables	1.7	2.3	2.5	2.8	17.0%	11.5%	2.9	3.1	3.1	3.1%	11.0%
Provisions	1.7	2.3	2.5	2.7	17.4%	11.3%	2.9	3.1	3.1	3.7%	11.0%
<b>Total equity and liabilities</b>	<b>13.4</b>	<b>20.9</b>	<b>23.0</b>	<b>25.3</b>	<b>23.8%</b>	<b>100.0%</b>	<b>26.6</b>	<b>27.8</b>	<b>27.8</b>	<b>3.1%</b>	<b>100.0%</b>

## Personnel information

**Table 8.36 Financial and Fiscal Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2020/21		2021/22		2022/23			2023/24			2024/25			2021/22 - 2024/25				
Financial and Fiscal Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number		Cost	Unit cost	2021/22 - 2024/25	
Salary level	48	48	40	31.1	0.8	43	30.0	0.7	48	36.3	0.8	48	36.5	0.8	48	38.3	0.8		8.4%
1 – 6	16	16	14	4.2	0.3	14	4.1	0.3	16	4.5	0.3	16	4.5	0.3	16	4.7	0.3	4.6%	12.7%
7 – 10	9	9	8	4.7	0.6	8	4.7	0.6	9	5.1	0.6	9	5.1	0.6	9	5.4	0.6	4.9%	14.4%
11 – 12	10	10	10	9.3	0.9	9	7.5	0.8	10	9.3	0.9	10	9.3	0.9	10	9.8	1.0	9.2%	25.4%
13 – 16	13	13	8	13.0	1.6	12	13.7	1.1	13	17.5	1.3	13	17.5	1.3	13	18.4	1.4	10.3%	47.5%

1. Rand million.

## Financial Intelligence Centre

### Selected performance indicators

**Table 8.37 Financial Intelligence Centre performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance 2021/22	MTEF targets		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Number of Financial Intelligence Centre inspection reports issued per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)	Priority 6: Social cohesion and safer communities	138	287	381	395	430	450	480
Number of policy-making activities attended within regional and intergovernmental organisations per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)	Priority 7: A better Africa and world	8	8	7	8	8	8	8
Number of proactive high-priority financial intelligence reports issued to stakeholders per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)	Priority 6: Social cohesion and safer communities	– <sup>1</sup>	32	52	30	65	70	75
Percentage response to requests for technical assistance from countries within the Eastern and Southern Africa Anti-Money Laundering Group region per year	Enablement of financial intelligence regulatory capabilities		100% (4)	100% (9)	0%	100%	100%	100%	100%

1. No historical data available.

## Entity overview

The Financial Intelligence Centre was established by the Financial Intelligence Centre Act (2001) to combat money laundering activities and the financing of terrorist and related activities, identify the proceeds of unlawful activities, exchange information with law enforcement and other local and international agencies, supervise and enforce compliance with the act, and facilitate effective supervision and enforcement by supervisory bodies in terms of the act. To deliver on this mandate and protect the integrity of South Africa's financial system, the act works in conjunction with other legislation, including the South African Police Service Act (1995), the Prevention of Organised Crime Act (1998), and the Protection of Constitutional Democracy Against Terrorist and Related Activities Act (2004).

Over the medium term, the centre will focus on expanding its analytical ability by stabilising and maintaining its ICT network and systems. Accordingly, spending on goods and services accounts for 35.4 per cent (R371.3 million) of the centre's budget over the period ahead. Compensation of employees is the centre's main cost driver, spending on which increases at an average annual rate of 3.7 per cent, from R194.1 million in 2021/22 to R216.1 million in 2024/25. Total expenditure is expected to increase at an average annual rate of 3.6 per cent, from R319.9 million in 2021/22 to R356 million in 2024/25.

The centre derives its revenue mainly through transfers from the department. Revenue is expected to increase at an average annual rate of 4 per cent, from R304.2 million in 2021/22 to R342.3 million in 2024/25.

## Programmes/Objectives/Activities

**Table 8.38 Financial Intelligence Centre expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average Expenditure/Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	50.5	52.4	52.7	60.0	6.0%	18.0%	60.2	59.3	62.9	1.6%	17.9%
Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)	148.6	178.9	174.8	180.0	6.6%	56.9%	193.2	192.6	201.8	3.9%	56.7%
Enablement of financial intelligence regulatory capabilities	63.2	76.4	81.0	80.0	8.1%	25.0%	85.8	86.5	91.3	4.5%	25.4%
<b>Total</b>	<b>262.3</b>	<b>307.7</b>	<b>308.5</b>	<b>319.9</b>	<b>6.9%</b>	<b>100.0%</b>	<b>339.3</b>	<b>338.3</b>	<b>356.0</b>	<b>3.6%</b>	<b>100.0%</b>

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

**Table 8.39 Financial Intelligence Centre statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average Expenditure/Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average Expenditure/Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
Non-tax revenue	5.8	6.5	2.8	3.3	-17.3%	1.6%	2.8	2.5	2.3	-12.0%	0.8%
Other non-tax revenue	5.8	6.5	2.8	3.3	-17.3%	1.6%	2.8	2.5	2.3	-12.0%	0.8%
<b>Transfers received</b>	<b>278.7</b>	<b>298.7</b>	<b>291.4</b>	<b>300.9</b>	<b>2.6%</b>	<b>98.4%</b>	<b>320.2</b>	<b>321.3</b>	<b>340.0</b>	<b>4.2%</b>	<b>99.2%</b>
<b>Total revenue</b>	<b>284.6</b>	<b>305.1</b>	<b>294.3</b>	<b>304.2</b>	<b>2.2%</b>	<b>100.0%</b>	<b>323.0</b>	<b>323.8</b>	<b>342.3</b>	<b>4.0%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>262.3</b>	<b>307.7</b>	<b>308.5</b>	<b>319.9</b>	<b>6.9%</b>	<b>100.0%</b>	<b>339.3</b>	<b>338.3</b>	<b>356.0</b>	<b>3.6%</b>	<b>100.0%</b>
Compensation of employees	160.7	187.8	183.7	194.1	6.5%	60.6%	196.0	205.6	216.1	3.7%	60.0%
Goods and services	85.4	99.6	106.6	108.7	8.4%	33.4%	127.0	118.2	126.1	5.1%	35.4%
Depreciation	16.0	20.3	18.1	17.2	2.3%	6.0%	16.3	14.5	13.8	-7.1%	4.6%
Interest, dividends and rent on land	0.1	0.0	0.1	-	-100.0%	-	0.0	-	-	-	-
<b>Total expenses</b>	<b>262.3</b>	<b>307.7</b>	<b>308.5</b>	<b>319.9</b>	<b>6.9%</b>	<b>100.0%</b>	<b>339.3</b>	<b>338.3</b>	<b>356.0</b>	<b>3.6%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>22.3</b>	<b>(2.6)</b>	<b>(14.2)</b>	<b>(15.8)</b>	<b>-189.1%</b>		<b>(16.3)</b>	<b>(14.5)</b>	<b>(13.8)</b>	<b>-4.4%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>37.6</b>	<b>14.7</b>	<b>12.7</b>	<b>(2.4)</b>	<b>-140.2%</b>	<b>100.0%</b>	<b>(5.7)</b>	<b>(9.7)</b>	<b>(3.5)</b>	<b>13.1%</b>	<b>100.0%</b>
<b>Receipts</b>											
Non-tax receipts	5.6	6.5	2.6	3.3	-16.0%	1.5%	2.8	2.5	2.3	-12.0%	0.9%
Other tax receipts	5.6	6.5	2.6	3.3	-16.0%	1.5%	2.8	2.5	2.3	-12.0%	0.9%
<b>Transfers received</b>	<b>278.7</b>	<b>294.3</b>	<b>290.2</b>	<b>297.3</b>	<b>2.2%</b>	<b>98.4%</b>	<b>316.8</b>	<b>317.7</b>	<b>336.3</b>	<b>4.2%</b>	<b>99.1%</b>
<b>Financial transactions in assets and liabilities</b>	<b>0.0</b>	<b>-</b>	<b>0.3</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>284.3</b>	<b>300.8</b>	<b>293.1</b>	<b>300.6</b>	<b>1.9%</b>	<b>100.0%</b>	<b>319.6</b>	<b>320.2</b>	<b>338.6</b>	<b>4.0%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>246.7</b>	<b>286.1</b>	<b>280.4</b>	<b>303.0</b>	<b>7.1%</b>	<b>100.0%</b>	<b>325.3</b>	<b>329.9</b>	<b>342.1</b>	<b>4.1%</b>	<b>100.0%</b>
Compensation of employees	160.7	187.8	183.7	194.1	6.5%	65.1%	196.0	205.6	216.1	3.7%	62.4%
Goods and services	85.9	98.0	96.5	108.8	8.2%	34.8%	129.3	124.3	126.0	5.0%	37.5%
Interest and rent on land	0.1	0.3	0.2	0.2	14.3%	0.1%	0.0	-	-	-100.0%	-
<b>Total payments</b>	<b>246.7</b>	<b>286.1</b>	<b>280.4</b>	<b>303.0</b>	<b>7.1%</b>	<b>100.0%</b>	<b>325.3</b>	<b>329.9</b>	<b>342.1</b>	<b>4.1%</b>	<b>100.0%</b>

**Table 8.39 Financial Intelligence Centre 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 (%)
		2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R million												
<b>Net cash flow from investing activities</b>		<b>(22.1)</b>	<b>(19.1)</b>	<b>(5.5)</b>	<b>(8.9)</b>	<b>-26.1%</b>	<b>100.0%</b>	<b>(7.9)</b>	<b>(10.6)</b>	<b>(11.8)</b>	<b>9.7%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets		(9.1)	(12.1)	(4.6)	(5.4)	-15.9%	62.1%	(5.8)	(5.5)	(5.9)	2.8%	59.0%
Acquisition of software and other intangible assets		(13.1)	(7.0)	(1.0)	(3.5)	-35.6%	38.2%	(2.5)	(5.2)	(6.0)	19.7%	42.7%
Proceeds from the sale of property, plant, equipment and intangible assets		0.1	0.0	0.1	–	-100.0%	-0.3%	0.4	0.1	0.1	–	-1.7%
<b>Net cash flow from financing activities</b>		<b>7.1</b>	<b>(23.4)</b>	<b>(16.0)</b>	<b>7.3</b>	<b>1.3%</b>	<b>100.0%</b>	<b>3.3</b>	<b>2.6</b>	<b>5.8</b>	<b>-7.7%</b>	<b>100.0%</b>
Deferred income		8.0	27.3	14.7	8.0	–	3.6%	–	–	–	-100.0%	27.3%
Borrowing activities		–	–	–	–	–	–	3.4	2.6	5.8	–	75.9%
Repayment of finance leases		(1.0)	(0.6)	(0.5)	(0.7)	-10.6%	-4.3%	(0.1)	–	–	-100.0%	-3.2%
Other flows from financing activities		–	(50.0)	(30.3)	–	–	100.7%	–	–	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>22.5</b>	<b>(27.7)</b>	<b>(8.8)</b>	<b>(4.0)</b>	<b>-156.3%</b>	<b>-1.1%</b>	<b>(10.3)</b>	<b>(17.7)</b>	<b>(9.5)</b>	<b>33.3%</b>	<b>-3.1%</b>
<b>Statement of financial position</b>												
Carrying value of assets		75.8	74.4	60.6	39.5	-19.5%	36.3%	31.9	27.8	23.8	-15.5%	28.4%
of which:												
Acquisition of assets		(9.1)	(12.1)	(4.6)	(5.4)	-15.9%	100.0%	(5.8)	(5.5)	(5.9)	2.8%	100.0%
Investments		0.6	0.7	0.7	0.8	10.9%	0.4%	0.9	0.9	1.0	6.0%	0.9%
Inventory		0.0	0.1	0.1	0.1	8.7%	–	0.1	0.1	0.1	5.5%	0.1%
Receivables and prepayments		7.6	7.3	9.1	8.5	3.6%	4.9%	7.0	7.3	5.7	-12.6%	6.6%
Cash and cash equivalents		118.6	96.4	87.6	92.9	-7.8%	58.4%	77.3	59.6	50.0	-18.6%	64.0%
<b>Total assets</b>		<b>202.7</b>	<b>178.7</b>	<b>158.0</b>	<b>141.8</b>	<b>-11.2%</b>	<b>100.0%</b>	<b>117.1</b>	<b>95.7</b>	<b>80.6</b>	<b>-17.2%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)		163.2	110.7	64.6	46.8	-34.1%	54.1%	32.5	18.0	4.2	-55.1%	21.2%
Finance lease		0.6	–	1.4	0.8	11.7%	0.4%	0.7	0.1	–	-100.0%	0.3%
Deferred income		8.0	30.9	44.5	40.9	72.1%	19.6%	27.4	19.8	14.1	-29.9%	22.6%
Trade and other payables		19.8	24.6	35.4	44.5	30.9%	19.3%	52.5	55.7	60.4	10.7%	52.4%
Provisions		11.0	12.6	12.1	8.8	-7.3%	6.6%	3.9	2.0	1.9	-40.0%	3.5%
<b>Total equity and liabilities</b>		<b>202.7</b>	<b>178.7</b>	<b>158.0</b>	<b>141.8</b>	<b>-11.2%</b>	<b>100.0%</b>	<b>117.1</b>	<b>95.7</b>	<b>80.6</b>	<b>-17.2%</b>	<b>100.0%</b>

**Personnel information****Table 8.40 Financial Intelligence Centre personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)							
		Number of funded posts		Number of posts on approved establishment		Medium-term expenditure estimate														
		Actual		Revised estimate		2022/23		2023/24		2024/25		2021/22 - 2024/25								
		2020/21		2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25								
		Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost									
<b>Financial Intelligence Centre</b>		<b>213</b>	<b>213</b>	<b>213</b>	<b>183.4</b>	<b>0.9</b>	<b>213</b>	<b>93.1</b>	<b>0.9</b>	<b>218</b>	<b>194.9</b>	<b>0.9</b>	<b>218</b>	<b>204.5</b>	<b>0.9</b>	<b>218</b>	<b>215.0</b>	<b>1.0</b>	<b>3.6%</b>	<b>100.0%</b>
Salary level																				
1 – 6	14	14	14	3.1	0.2	14	3.1	0.2	16	3.5	0.2	16	3.6	0.2	16	3.8	0.2	7.1%	1.7%	
7 – 10	86	86	86	44.3	0.5	86	46.0	0.5	88	46.9	0.5	88	49.2	0.6	88	51.7	0.6	4.0%	24.0%	
11 – 12	44	44	44	38.6	0.9	44	39.4	0.9	45	40.4	0.9	45	42.4	0.9	45	44.6	1.0	4.1%	20.6%	
13 – 16	63	63	63	82.4	1.3	63	89.3	1.4	63	89.0	1.4	63	93.4	1.5	63	98.1	1.6	3.2%	45.8%	
17 – 22	6	6	6	14.9	2.5	6	15.3	2.5	6	15.2	2.5	6	15.9	2.7	6	16.8	2.8	3.2%	7.8%	

1. Rand million.

## Financial Sector Conduct Authority

### Selected performance indicators

**Table 8.41 Financial Sector Conduct Authority performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of on-site inspections of regulated entities per year	Conduct of business supervision	Priority 7: A better Africa and world	- <sup>1</sup>	240	134	122	122	122	122
Percentage of off-site compliance reports submitted by financial services providers analysed per year	Conduct of business supervision		- <sup>1</sup>	80% (6 739/ 8 424)	0%	80%	80%	80%	80%
Number of empowerment workshops conducted with small, medium and micro enterprises per year	Conduct of business supervision		- <sup>1</sup>	14	44	17	- <sup>2</sup>	- <sup>2</sup>	- <sup>2</sup>
Percentage of planned inspections conducted on money laundering and compliance with the Financial Intelligence Centre Act (2001) <sup>3</sup>	Investigations and enforcement		- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	80%	80%	80%
Percentage of regulatory information of prudentially supervised entities analysed <sup>3</sup>	Regulatory policy		- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	65%	70%	80%
Percentage of test cases resolved within 6 months of defining the parameters <sup>3</sup>	Licensing and business centre		- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	90%	90%	90%

1. No historical data available.

2. Indicator discontinued.

3. New indicator.

### Entity overview

The Financial Sector Conduct Authority was established in 2018 by the Financial Sector Regulation Act (2017) as one of the 2 pillars of the twin peaks model for regulating the financial sector. As such, the authority assumes the role of the market conduct regulator of financial institutions that provide financial products and services, and financial institutions that are licensed in terms of a financial sector law. In 2018/19, the authority assumed the business operations of the Financial Services Board, which ceased to exist on 31 March 2018. The authority's ongoing objective is to play a meaningful role in promoting growth and employment, and reducing poverty through regulating the financial services sector, protecting consumers, and promoting an integrated approach to financial inclusion and employment.

Over the medium term, the authority will focus on ensuring the integrity and efficiency of formal markets and allied institutions, protecting consumers of financial services, improving access to financial services, and providing financial literacy programmes. The outcomes-based regulatory and supervisory approach, named Treat Customers Fairly, will underpin the regulation and supervision of the conduct of financial services providers.

Expenditure is expected to decrease at an average annual rate of 1.5 per cent, from R1 billion in 2021/22 to R973 million in 2024/25. This is mainly due to the anticipated promulgation of the Conduct of Financial Institutions Bill, in terms of which the authority will no longer be required to collect revenue on behalf of and transfer this revenue to the Office of the Pension Funds Adjudicator and the Office of the Ombud for Financial Services Providers. Compensation of employees is the authority's main cost driver, increasing at an average annual rate of 4.5 per cent, from R554.6 million in 2021/22 to R633.8 million in 2024/25.

The authority generates revenue through levies imposed on financial institutions and fees charged to licensed financial institutions. Revenue is expected to decrease in line with expenditure.

**Programmes/Objectives/Activities****Table 8.42 Financial Sector Conduct Authority expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21		2018/19 - 2021/22	Average: Expenditure/ Total (%)	2022/23	2023/24	2024/25		
Administration	396.4	452.6	457.0	495.8	7.7%	49.4%	360.3	371.5	379.5	-8.5%	42.1%
Licensing and business centre	122.3	63.2	75.3	95.2	-8.0%	9.9%	96.2	101.5	106.5	3.8%	10.5%
Regulatory policy	65.7	67.3	62.3	68.3	1.3%	7.3%	67.8	70.9	77.2	4.2%	7.5%
Conduct of business supervision	79.4	113.4	134.8	162.7	27.0%	13.3%	158.4	172.0	179.8	3.4%	17.7%
Market integrity	33.2	36.0	30.9	33.8	0.6%	3.7%	33.9	36.6	41.9	7.4%	3.9%
Retirement funds supervision	83.0	91.1	89.5	91.7	3.4%	9.8%	94.0	98.6	104.6	4.5%	10.2%
Investigations and enforcement	31.7	77.5	69.7	70.5	30.5%	6.8%	71.9	79.8	83.6	5.8%	8.1%
<b>Total</b>	<b>811.7</b>	<b>901.1</b>	<b>919.5</b>	<b>1,018.0</b>	<b>7.8%</b>	<b>100.0%</b>	<b>882.5</b>	<b>930.9</b>	<b>973.0</b>	<b>-1.5%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 8.43 Financial Sector Conduct Authority statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21		2018/19 - 2021/22	Average: Expenditure/ Total (%)	2022/23	2023/24	2024/25		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>856.2</b>	<b>926.1</b>	<b>950.5</b>	<b>1,018.5</b>	<b>6.0%</b>	<b>100.0%</b>	<b>879.4</b>	<b>923.4</b>	<b>974.2</b>	<b>-1.5%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	773.4	827.1	837.0	864.5	3.8%	88.1%	821.9	863.0	910.4	1.7%	91.3%
Other non-tax revenue	82.9	98.9	113.5	154.1	23.0%	11.9%	57.6	60.4	63.8	-25.5%	8.7%
<b>Total revenue</b>	<b>856.2</b>	<b>926.1</b>	<b>950.5</b>	<b>1,018.5</b>	<b>6.0%</b>	<b>100.0%</b>	<b>879.4</b>	<b>923.4</b>	<b>974.2</b>	<b>-1.5%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>692.6</b>	<b>765.9</b>	<b>775.5</b>	<b>880.9</b>	<b>8.3%</b>	<b>85.3%</b>	<b>882.5</b>	<b>930.9</b>	<b>973.0</b>	<b>3.4%</b>	<b>96.6%</b>
Compensation of employees	452.2	487.1	502.2	554.6	7.0%	54.7%	578.5	604.2	633.8	4.5%	62.5%
Goods and services	220.7	258.0	252.6	296.5	10.3%	28.1%	278.4	301.1	313.6	1.9%	31.3%
Depreciation	19.7	20.9	20.6	29.8	14.9%	2.5%	25.6	25.6	25.6	-5.0%	2.8%
Transfers and subsidies	119.2	135.1	144.0	137.1	4.8%	14.7%	-	-	-	-100.0%	3.4%
<b>Total expenses</b>	<b>811.7</b>	<b>901.1</b>	<b>919.5</b>	<b>1,018.0</b>	<b>7.8%</b>	<b>100.0%</b>	<b>882.5</b>	<b>930.9</b>	<b>973.0</b>	<b>-1.5%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>44.5</b>	<b>25.0</b>	<b>31.0</b>	<b>-</b>	<b>-100.0%</b>		<b>(3.0)</b>	<b>(7.5)</b>	<b>1.2</b>	<b>-</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>99.5</b>	<b>77.1</b>	<b>68.2</b>	<b>105.5</b>	<b>2.0%</b>	<b>100.0%</b>	<b>85.5</b>	<b>95.7</b>	<b>81.4</b>	<b>-8.3%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>843.1</b>	<b>771.6</b>	<b>971.4</b>	<b>1,018.5</b>	<b>6.5%</b>	<b>100.0%</b>	<b>902.7</b>	<b>947.6</b>	<b>961.8</b>	<b>-1.9%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	803.2	730.7	946.3	1,005.4	7.8%	96.5%	887.6	931.8	945.1	-2.0%	98.4%
Other sales	12.6	1.1	27.6	47.3	55.3%	2.3%	31.3	32.9	34.7	-9.8%	3.8%
Other tax receipts	39.9	40.8	25.0	13.1	-31.0%	3.5%	15.1	15.8	16.7	8.4%	1.6%
<b>Total receipts</b>	<b>843.1</b>	<b>771.6</b>	<b>971.4</b>	<b>1,018.5</b>	<b>6.5%</b>	<b>100.0%</b>	<b>902.7</b>	<b>947.6</b>	<b>961.8</b>	<b>-1.9%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>624.4</b>	<b>602.8</b>	<b>770.1</b>	<b>776.0</b>	<b>7.5%</b>	<b>85.3%</b>	<b>817.2</b>	<b>851.9</b>	<b>880.4</b>	<b>4.3%</b>	<b>96.2%</b>
Compensation of employees	465.9	465.4	530.0	524.6	4.0%	61.5%	555.2	582.8	606.0	4.9%	65.7%
Goods and services	158.5	137.4	240.1	251.4	16.6%	23.8%	262.0	269.1	274.4	3.0%	30.6%
Transfers and subsidies	119.2	91.6	133.0	137.1	4.8%	14.7%	-	-	-	-100.0%	3.8%
<b>Total payments</b>	<b>743.6</b>	<b>694.5</b>	<b>903.1</b>	<b>913.1</b>	<b>7.1%</b>	<b>100.0%</b>	<b>817.2</b>	<b>851.9</b>	<b>880.4</b>	<b>-1.2%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(23.7)</b>	<b>(15.3)</b>	<b>(10.0)</b>	<b>(140.6)</b>	<b>81.1%</b>	<b>100.0%</b>	<b>(117.7)</b>	<b>(73.8)</b>	<b>(64.7)</b>	<b>-22.8%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(18.2)	(9.5)	(6.1)	(17.0)	-2.2%	52.8%	(12.9)	(13.8)	(14.7)	-4.7%	16.1%
Acquisition of software and other intangible assets	(3.0)	(3.0)	(2.4)	(123.7)	243.6%	36.1%	(104.8)	(60.0)	(50.0)	-26.1%	83.9%
Proceeds from the sale of property, plant, equipment and intangible assets	0.2	-	-	-	-100.0%	-0.3%	-	-	-	-	-
Other flows from investing activities	(2.7)	(2.8)	(1.5)	-	-100.0%	11.3%	-	-	-	-	-
<b>Net cash flow from financing activities</b>	<b>(0.8)</b>	<b>(0.5)</b>	<b>(0.0)</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Repayment of finance leases	(0.6)	(0.5)	(0.0)	-	-100.0%	-	-	-	-	-	-
Other flows from financing activities	(0.1)	(0.0)	-	-	-100.0%	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>75.0</b>	<b>61.3</b>	<b>58.2</b>	<b>(35.2)</b>	<b>-177.7%</b>	<b>4.7%</b>	<b>(32.2)</b>	<b>21.9</b>	<b>16.7</b>	<b>-177.9%</b>	<b>-0.8%</b>

**Table 8.43 Financial Sector Conduct Authority 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			2021/22				2018/19 - 2021/22	2022/23	2023/24		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	
Carrying value of assets	82.1	73.7	61.4	167.6	26.9%	11.8%	146.7	133.4	121.3	-10.2%	17.3%
<i>of which:</i>											
Acquisition of assets	(18.2)	(9.5)	(6.1)	(17.0)	-2.2%	100.0%	(12.9)	(13.8)	(14.7)	-4.7%	100.0%
Investments	72.3	61.0	86.5	79.5	3.2%	9.2%	90.1	90.1	90.1	4.3%	10.7%
Accrued investment interest	0.1	0.1	0.1	0.1	-6.4%	-	0.1	0.1	0.1	1.3%	-
Receivables and prepayments	39.7	192.7	132.9	134.2	50.2%	14.7%	146.3	173.0	174.4	9.1%	19.2%
Cash and cash equivalents	481.2	542.4	600.6	475.0	-0.4%	64.3%	416.0	412.7	427.2	-3.5%	52.8%
<b>Total assets</b>	<b>675.3</b>	<b>869.9</b>	<b>881.5</b>	<b>856.4</b>	<b>8.2%</b>	<b>100.0%</b>	<b>799.2</b>	<b>809.3</b>	<b>813.2</b>	<b>-1.7%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	323.3	348.4	361.1	361.7	3.8%	42.8%	363.2	362.1	369.6	0.7%	44.5%
Capital and reserves	116.3	116.3	134.6	148.2	8.4%	15.8%	148.2	148.2	148.2	-	18.1%
Finance lease	0.5	0.0	0.0	-	-100.0%	-	-	-	-	-	-
Trade and other payables	140.6	311.7	274.1	253.4	21.7%	29.3%	193.1	203.7	204.1	-7.0%	26.0%
Taxation	-	-	4.7	-	-	0.1%	-	-	-	-	-
Provisions	94.5	93.5	107.0	93.2	-0.5%	11.9%	94.6	95.3	91.3	-0.7%	11.4%
<b>Total equity and liabilities</b>	<b>675.3</b>	<b>869.9</b>	<b>881.5</b>	<b>856.4</b>	<b>8.2%</b>	<b>100.0%</b>	<b>799.2</b>	<b>809.3</b>	<b>813.2</b>	<b>-1.7%</b>	<b>100.0%</b>

**Personnel information**

**Table 8.44 Financial Sector Conduct Authority personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)						
Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate		Medium-term expenditure estimate			Medium-term expenditure estimate					2021/22 - 2024/25					
		2020/21		2021/22		2022/23			2023/24			2024/25			2021/22 - 2024/25				
Financial Sector Conduct Authority		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2021/22 - 2024/25		
Salary level	673	673	661	502.2	0.8	673	554.6	0.8	673	578.5	0.9	673	604.2	0.9	673	633.8	0.9	4.5%	100.0%
1 – 6	70	70	66	10.3	0.2	70	13.3	0.2	70	13.8	0.2	70	14.5	0.2	70	15.2	0.2	4.5%	2.4%
7 – 10	353	353	334	159.8	0.5	353	182.1	0.5	353	189.9	0.5	353	198.4	0.6	353	208.1	0.6	4.5%	32.8%
11 – 12	116	116	114	101.0	0.9	116	110.2	0.9	116	114.9	1.0	116	120.0	1.0	116	125.9	1.1	4.5%	19.9%
13 – 16	111	111	121	143.7	1.2	111	170.8	1.5	111	178.1	1.6	111	186.0	1.7	111	195.1	1.8	4.5%	30.8%
17 – 22	23	23	26	87.5	3.4	23	78.3	3.4	23	81.7	3.6	23	85.3	3.7	23	89.5	3.9	4.5%	14.1%

1. Rand million.

**Government Pensions Administration Agency**

**Selected performance indicators**

**Table 8.45 Government Pensions Administration Agency performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Percentage of National Treasury benefits paid within 20 working days after receipt of duly completed documents, excluding death benefits, per year	Benefit administration	Priority 6: Social cohesion and safer communities	99% (R4.9bn/ R5bn)	90% (R5.5bn/ R6.1bn)	99.9% (R5.1bn/ R5.11bn)	85%	90%	90%	90%
Percentage of Government Employees Pension Fund benefits paid within 45 working days of liability date, excluding death benefits, after receiving duly completed documents per year	Benefit administration		85.8% (R103bn/ R120bn)	81% (R111bn/ R137bn)	61.4% (R108bn/ R176bn)	86%	86%	87%	87%

**Entity overview**

The Government Pensions Administration Agency provides pension administration services to the Government Employees Pension Fund in terms of the Associated Institutions Pension Fund Act (1963) and the Government Employees Pension Law (1996). Post-retirement medical subsidies are administered as provided for and regulated by resolutions of the Public Service Coordinating Bargaining Council; military pensions are administered in terms of the Military Pensions Act (1976); injury-on-duty payments are administered in terms of the Compensation for Occupational Injuries and Diseases Act (1993); and special pensions are administered in terms of the Special Pensions Act (1996).

Over the medium term, the agency will continue to focus on improving service delivery by enhancing IT infrastructure, optimising office space and employing new personnel as client service agents. Outdated and

obsolete systems and applications will be replaced to enhance staff productivity, speed up the processing of claims and effectively manage pension queries. The agency also anticipates improving its core pension administration functions, including the payment of benefits and the maintenance of memberships.

Expenditure is expected to increase at an average annual rate of 9.1 per cent, from R1.1 billion in 2021/22 to R1.4 billion in 2024/25, in line with projected revenue recovery from the Government Employees Pension Fund and National Treasury. Compensation of employees is the agency's largest spending area, increasing at an average annual rate of 6.3 per cent, from R575.7 million in 2021/22 to R690.6 million in 2024/25. Spending on goods and services is expected to increase at an average annual rate of 14.2 per cent, from R408 million in 2021/22 to R607.6 million in 2024/25, due to the replacement of legacy systems. Revenue is expected to increase in line with expenditure.

### Programmes/Objectives/Activities

**Table 8.46 Government Pensions Administration Agency expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	631.4	736.7	665.2	690.8	3.0%	63.8%	804.5	874.9	925.4	10.2%	65.7%
Benefit administration	388.7	403.7	366.3	384.2	-0.4%	36.2%	414.0	443.0	472.0	7.1%	34.3%
<b>Total</b>	<b>1 020.1</b>	<b>1 140.3</b>	<b>1 031.5</b>	<b>1 075.0</b>	<b>1.8%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>

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

**Table 8.47 Government Pensions Administration Agency statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>1 036.4</b>	<b>1 111.7</b>	<b>1 005.1</b>	<b>1 075.0</b>	<b>1.2%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	1 033.8	1 107.2	1 002.5	1 075.0	1.3%	99.8%	1 218.5	1 317.9	1 397.5	9.1%	100.0%
Other non-tax revenue	2.6	4.5	2.6	-	-100.0%	0.2%	-	-	-	-	-
<b>Total revenue</b>	<b>1 036.4</b>	<b>1 111.7</b>	<b>1 005.1</b>	<b>1 075.0</b>	<b>1.2%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>1 020.1</b>	<b>1 140.3</b>	<b>1 031.5</b>	<b>1 075.0</b>	<b>1.8%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>
Compensation of employees	493.7	530.8	518.0	575.7	5.3%	49.7%	620.8	653.1	690.6	6.3%	50.9%
Goods and services	415.0	494.9	378.5	408.0	-0.6%	39.7%	479.9	570.8	607.6	14.2%	41.0%
Depreciation	111.4	114.7	134.9	91.3	-6.4%	10.6%	117.9	94.0	99.2	2.8%	8.1%
<b>Total expenses</b>	<b>1 020.1</b>	<b>1 140.3</b>	<b>1 031.5</b>	<b>1 075.0</b>	<b>1.8%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>16.3</b>	<b>(28.7)</b>	<b>(26.4)</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>94.3</b>	<b>126.6</b>	<b>96.3</b>	<b>91.3</b>	<b>-1.1%</b>	<b>100.0%</b>	<b>117.9</b>	<b>94.0</b>	<b>99.2</b>	<b>2.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>1 016.0</b>	<b>1 137.8</b>	<b>996.1</b>	<b>1 075.0</b>	<b>1.9%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	1 013.5	1 133.5	996.1	1 075.0	2.0%	99.8%	1 218.5	1 317.9	1 397.5	9.1%	100.0%
Other tax receipts	2.4	4.3	-	-	-100.0%	0.2%	-	-	-	-	-
<b>Total receipts</b>	<b>1 016.0</b>	<b>1 137.8</b>	<b>996.1</b>	<b>1 075.0</b>	<b>1.9%</b>	<b>100.0%</b>	<b>1 218.5</b>	<b>1 317.9</b>	<b>1 397.5</b>	<b>9.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>921.6</b>	<b>1 011.2</b>	<b>899.8</b>	<b>983.7</b>	<b>2.2%</b>	<b>100.0%</b>	<b>1 100.6</b>	<b>1 223.9</b>	<b>1 298.2</b>	<b>9.7%</b>	<b>100.0%</b>
Compensation of employees	526.7	524.0	572.0	575.7	3.0%	57.8%	620.8	653.1	690.6	6.3%	55.4%
Goods and services	394.9	487.2	327.8	408.0	1.1%	42.2%	479.9	570.8	607.6	14.2%	44.6%
<b>Total payments</b>	<b>921.6</b>	<b>1 011.2</b>	<b>899.8</b>	<b>983.7</b>	<b>2.2%</b>	<b>100.0%</b>	<b>1 100.6</b>	<b>1 223.9</b>	<b>1 298.2</b>	<b>9.7%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(93.5)</b>	<b>(95.9)</b>	<b>(105.2)</b>	<b>(143.7)</b>	<b>15.4%</b>	<b>100.0%</b>	<b>(117.9)</b>	<b>(94.0)</b>	<b>(99.2)</b>	<b>-11.6%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(30.1)	(24.4)	(18.7)	(68.6)	31.7%	30.8%	(47.6)	(20.3)	(21.5)	-32.0%	32.9%
Acquisition of software and other intangible assets	(64.1)	(72.0)	(86.5)	(75.1)	5.4%	69.5%	(70.2)	(73.6)	(77.7)	1.1%	67.1%
Proceeds from the sale of property, plant, equipment and intangible assets	0.7	0.5	-	-	-100.0%	-0.3%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>0.9</b>	<b>30.7</b>	<b>(8.8)</b>	<b>(52.5)</b>	<b>-494.9%</b>	<b>-0.7%</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>-97.2%</b>	<b>-1.2%</b>

**Table 8.47 Government Pensions Administration Agency 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	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	
Carrying value of assets of which:	364.8	350.2	320.6	320.6	-4.2%	64.2%	320.6	320.6	320.6	-	62.4%	
Acquisition of assets	(30.1)	(24.4)	(18.7)	(68.6)	31.7%	100.0%	(47.6)	(20.3)	(21.5)	-32.0%	100.0%	
Inventory	0.8	0.8	1.3	1.3	19.0%	0.2%	1.3	1.3	1.3	-	0.3%	
Receivables and prepayments	132.9	117.9	126.8	126.8	-1.5%	23.9%	126.8	126.8	126.8	-	24.7%	
Cash and cash equivalents	43.1	73.8	65.0	65.0	14.7%	11.7%	65.0	65.0	65.0	-	12.6%	
<b>Total assets</b>	<b>541.6</b>	<b>542.7</b>	<b>513.7</b>	<b>513.7</b>	<b>-1.7%</b>	<b>100.0%</b>	<b>513.7</b>	<b>513.7</b>	<b>513.7</b>	<b>-</b>	<b>100.0%</b>	
Accumulated surplus/(deficit)	410.4	391.4	365.0	365.0	-3.8%	72.5%	365.0	365.0	365.0	-	71.1%	
Trade and other payables	93.7	126.0	97.8	97.8	1.4%	19.6%	97.8	97.8	97.8	-	19.0%	
Provisions	37.4	25.3	50.9	50.9	10.8%	7.8%	50.9	50.9	50.9	-	9.9%	
<b>Total equity and liabilities</b>	<b>541.6</b>	<b>542.7</b>	<b>513.7</b>	<b>513.7</b>	<b>-1.7%</b>	<b>100.0%</b>	<b>513.7</b>	<b>513.7</b>	<b>513.7</b>	<b>-</b>	<b>100.0%</b>	

**Personnel information**

**Table 8.48 Government Pensions Administration Agency personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)				
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						2021/22 - 2024/25					
		2020/21		Unit cost	2021/22		Unit cost	2022/23		Unit cost	2023/24		Unit cost			2024/25		Unit cost	
Government Pensions Administration Agency		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	1 365	1 365	1 365	518.0	0.4	1 365	575.7	0.4	1 453	620.7	0.4	1 453	653.1	0.4	1 453	690.6	0.5	6.3%	100.0%
1 – 6	827	827	827	211.1	0.3	827	237.3	0.3	879	234.1	0.3	879	246.3	0.3	879	259.0	0.3	3.0%	38.5%
7 – 10	393	393	393	155.3	0.4	393	180.1	0.5	429	218.9	0.5	429	230.7	0.5	429	244.9	0.6	10.8%	34.3%
11 – 12	94	94	94	85.0	0.9	94	90.3	1.0	92	95.0	1.0	92	100.3	1.1	92	106.3	1.2	5.6%	15.4%
13 – 16	51	51	51	66.7	1.3	51	68.1	1.3	53	72.7	1.4	53	75.9	1.4	53	80.4	1.5	5.7%	11.7%

1. Rand million.

**Government Technical Advisory Centre**

**Selected performance indicators**

**Table 8.49 Government Technical Advisory Centre performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of transaction advisory projects registered per year	Administration	Priority 2: Economic transformation and job creation	-1	17	17	17	-2	-2	-2
Number of project appraisal reports completed per year	Transaction and advisory services		-1	5	11	10	12	14	19
Number of foundational public-private partnership capacity-building events held per year	Transaction and advisory services		4	4	4	4	4	4	4
Percentage of spending review reports assessed in terms of the public expenditure and policy analysis quality standards per year	Transaction and advisory services		-1	-1	-1	100%	100%	100%	100%

1. No historical data available.

2. Indicator discontinued.

**Entity overview**

The Government Technical Advisory Centre was established in terms of the Public Service Act (1994). It is mandated to help organs of state build their capacity for efficient, effective and transparent financial management. The centre’s overarching objectives are to render consulting services to government departments and other organs of state, provide specialised procurement support for high-impact government initiatives, render advice on the feasibility of infrastructure projects, and provide knowledge management and any ancillary support for projects undertaken. It will continue to focus on these activities over the medium term.

Expenditure is set to decrease at an average annual rate of 0.4 per cent, from R306.8 million in 2021/22 to R303.4 million in 2024/25. This is mainly due to a 4.4 per cent decrease in spending on goods and services, the centre’s second largest cost driver, from R164 million in 2021/22 to R143.1 million in 2024/25, as part of the centre’s efforts to ensure greater cost efficiency. Spending on compensation of employees, the centre’s main cost driver, increases at an average annual rate of 3.7 per cent, from R140.9 million in 2021/22 to R157 million

in 2024/25.

The centre derives its revenue through transfers from the department, cost recovery, donor funds, administration fees and interest. Revenue is expected to decrease at an average annual rate of 2.1 per cent, from R297.6 million in 2021/22 to R279.1 million in 2024/25. This is mainly due to an expected decrease in the demand for the centre's services over the period ahead.

### Programmes/Objectives/Activities

**Table 8.50 Government Technical Advisory Centre expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	Average: Expenditure/ Total (%)	2022/23	2023/24	2024/25	2021/22 - 2024/25	Average: Expenditure/ Total (%)
Administration	64.0	65.3	57.0	63.5	-0.2%	23.4%	67.6	70.7	72.6	4.5%	23.1%
Transaction and advisory services	128.1	121.2	88.9	116.5	-3.1%	42.4%	115.2	120.1	124.6	2.3%	40.2%
Project management unit (Jobs Fund, municipal finance improvement programme)	80.6	80.3	80.8	126.7	16.3%	34.1%	100.2	103.2	106.2	-5.7%	36.7%
<b>Total</b>	<b>272.7</b>	<b>266.8</b>	<b>226.6</b>	<b>306.8</b>	<b>4.0%</b>	<b>100.0%</b>	<b>283.0</b>	<b>294.1</b>	<b>303.4</b>	<b>-0.4%</b>	<b>100.0%</b>

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

**Table 8.51 Government Technical Advisory Centre statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	Average: Expenditure/ Total (%)	2022/23	2023/24	2024/25	2021/22 - 2024/25	Average: Expenditure/ Total (%)
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>177.5</b>	<b>183.7</b>	<b>171.9</b>	<b>215.1</b>	<b>6.6%</b>	<b>73.0%</b>	<b>186.3</b>	<b>193.3</b>	<b>199.5</b>	<b>-2.5%</b>	<b>71.7%</b>
Sale of goods and services other than capital assets	143.9	144.7	135.7	191.5	10.0%	59.8%	162.1	168.0	173.8	-3.2%	62.7%
Other non-tax revenue	33.6	39.0	36.2	23.6	-11.1%	13.2%	24.2	25.4	25.7	2.8%	8.9%
<b>Transfers received</b>	<b>88.2</b>	<b>72.3</b>	<b>39.6</b>	<b>82.5</b>	<b>-2.2%</b>	<b>27.0%</b>	<b>75.6</b>	<b>76.2</b>	<b>79.6</b>	<b>-1.2%</b>	<b>28.3%</b>
<b>Total revenue</b>	<b>265.7</b>	<b>255.9</b>	<b>211.5</b>	<b>297.6</b>	<b>3.9%</b>	<b>100.0%</b>	<b>261.9</b>	<b>269.5</b>	<b>279.1</b>	<b>-2.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>272.7</b>	<b>266.7</b>	<b>225.7</b>	<b>306.8</b>	<b>4.0%</b>	<b>99.9%</b>	<b>283.0</b>	<b>294.1</b>	<b>303.4</b>	<b>-0.4%</b>	<b>100.0%</b>
Compensation of employees	121.1	129.5	135.5	140.9	5.2%	49.7%	143.9	150.3	157.0	3.7%	49.9%
Goods and services	148.8	135.0	88.6	164.0	3.3%	49.4%	136.1	140.6	143.1	-4.4%	49.1%
Depreciation	2.9	2.2	1.6	1.9	-12.6%	0.8%	3.1	3.2	3.3	20.0%	1.0%
<b>Transfers and subsidies</b>	<b>-</b>	<b>0.1</b>	<b>0.9</b>	<b>-</b>	<b>-</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>272.7</b>	<b>266.8</b>	<b>226.6</b>	<b>306.8</b>	<b>4.0%</b>	<b>100.0%</b>	<b>283.0</b>	<b>294.1</b>	<b>303.4</b>	<b>-0.4%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(7.1)</b>	<b>(10.8)</b>	<b>(15.1)</b>	<b>(9.2)</b>	<b>9.0%</b>		<b>(21.1)</b>	<b>(24.5)</b>	<b>(24.3)</b>	<b>38.2%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>12.3</b>	<b>3.0</b>	<b>(13.4)</b>	<b>(9.2)</b>	<b>-190.8%</b>	<b>100.0%</b>	<b>(21.1)</b>	<b>(24.5)</b>	<b>(24.3)</b>	<b>38.2%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>583.0</b>	<b>183.7</b>	<b>171.9</b>	<b>215.1</b>	<b>-28.3%</b>	<b>78.0%</b>	<b>186.3</b>	<b>193.3</b>	<b>199.5</b>	<b>-2.5%</b>	<b>71.7%</b>
Sales of goods and services other than capital assets	547.5	144.7	146.2	191.5	-29.5%	67.9%	162.1	168.0	173.8	-3.2%	62.7%
Other sales	0.7	0.6	10.5	0.7	0.5%	1.4%	0.6	0.6	0.6	-2.2%	0.2%
Other tax receipts	35.5	39.0	25.7	23.6	-12.7%	10.2%	24.2	25.4	25.7	2.8%	8.9%
<b>Transfers received</b>	<b>88.2</b>	<b>72.3</b>	<b>39.6</b>	<b>82.5</b>	<b>-2.2%</b>	<b>22.0%</b>	<b>75.6</b>	<b>76.2</b>	<b>79.6</b>	<b>-1.2%</b>	<b>28.3%</b>
<b>Total receipts</b>	<b>671.2</b>	<b>255.9</b>	<b>211.5</b>	<b>297.6</b>	<b>-23.7%</b>	<b>100.0%</b>	<b>261.9</b>	<b>269.5</b>	<b>279.1</b>	<b>-2.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>655.0</b>	<b>250.9</b>	<b>223.9</b>	<b>306.7</b>	<b>-22.3%</b>	<b>99.5%</b>	<b>283.0</b>	<b>294.1</b>	<b>303.4</b>	<b>-0.4%</b>	<b>100.0%</b>
Compensation of employees	119.8	129.5	135.5	140.9	5.6%	43.9%	143.9	150.3	157.0	3.7%	49.9%
Goods and services	535.2	121.4	88.4	165.8	-32.3%	55.6%	139.1	143.8	146.4	-4.1%	50.1%
<b>Transfers and subsidies</b>	<b>3.9</b>	<b>2.1</b>	<b>0.9</b>	<b>0.1</b>	<b>-69.9%</b>	<b>0.5%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
<b>Total payments</b>	<b>658.9</b>	<b>253.0</b>	<b>224.8</b>	<b>306.8</b>	<b>-22.5%</b>	<b>100.0%</b>	<b>283.0</b>	<b>294.1</b>	<b>303.4</b>	<b>-0.4%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(2.6)</b>	<b>(0.5)</b>	<b>(0.7)</b>	<b>(3.8)</b>	<b>14.1%</b>	<b>100.0%</b>	<b>(4.0)</b>	<b>(4.2)</b>	<b>(4.3)</b>	<b>4.4%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(2.6)	(0.5)	(0.7)	(3.8)	14.1%	100.0%	(4.0)	(4.2)	(4.3)	4.4%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>9.7</b>	<b>2.5</b>	<b>(14.1)</b>	<b>(13.0)</b>	<b>-210.2%</b>	<b>-1.5%</b>	<b>(25.1)</b>	<b>(28.7)</b>	<b>(28.7)</b>	<b>30.1%</b>	<b>-8.1%</b>

**Table 8.51 Government Technical Advisory Centre 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			2021/22				2018/19 - 2021/22	2022/23	2023/24		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	
Carrying value of assets	5.7	3.9	3.0	12.0	28.3%	0.6%	11.1	10.6	11.0	-2.8%	1.2%
<i>of which:</i>											
Acquisition of assets	(2.6)	(0.5)	(0.7)	(3.8)	14.1%	100.0%	(4.0)	(4.2)	(4.3)	4.4%	100.0%
Inventory	–	0.8	–	–	–	–	–	–	–	–	–
Accrued investment interest	–	–	5.1	–	–	0.1%	–	–	–	–	–
Receivables and prepayments	22.2	20.5	17.4	46.3	27.7%	2.8%	44.4	48.7	51.1	3.4%	5.0%
Cash and cash equivalents	865.0	940.7	1,014.1	894.4	1.1%	96.4%	849.7	882.9	920.2	1.0%	93.8%
<b>Total assets</b>	<b>892.9</b>	<b>966.0</b>	<b>1,039.6</b>	<b>952.7</b>	<b>2.2%</b>	<b>100.0%</b>	<b>905.2</b>	<b>942.2</b>	<b>982.4</b>	<b>1.0%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	240.3	229.5	214.4	189.0	-7.7%	22.8%	183.6	188.2	187.3	-0.3%	19.8%
Capital reserve fund	619.2	707.2	795.4	710.8	4.7%	73.4%	661.0	690.7	721.7	0.5%	73.6%
Trade and other payables	28.1	26.6	27.0	50.8	21.9%	3.5%	58.3	60.9	70.9	11.8%	6.4%
Provisions	5.2	2.6	2.8	2.1	-25.9%	0.3%	2.3	2.4	2.5	5.8%	0.2%
<b>Total equity and liabilities</b>	<b>892.9</b>	<b>966.0</b>	<b>1,039.6</b>	<b>952.7</b>	<b>2.2%</b>	<b>100.0%</b>	<b>905.2</b>	<b>942.2</b>	<b>982.4</b>	<b>1.0%</b>	<b>100.0%</b>

## Personnel information

**Table 8.52 Government Technical Advisory Centre personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: Salary level/Total (%)						
Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate		Medium-term expenditure estimate													
		2020/21		2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25							
Government Technical Advisory Centre		Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	2021/22 - 2024/25							
Salary level	169	169	135.5	0.8	169	140.9	0.8	169	143.9	0.9	167	150.3	0.9	167	157.0	0.9	3.7%	100.0%	
1–6	2	2	2	0.5	0.3	2	0.5	0.3	2	2.1	1.1	2	2.2	1.1	2	2.3	1.2	61.6%	1.2%
7–10	53	53	52	22.0	0.4	53	23.9	0.5	53	44.2	0.8	52	46.1	0.9	52	48.2	0.9	26.4%	27.3%
11–12	62	62	61	50.7	0.8	62	52.5	0.8	62	54.8	0.9	61	57.3	0.9	61	59.8	1.0	4.5%	37.9%
13–16	52	52	52	62.3	1.2	52	64.0	1.2	52	42.7	0.8	52	44.6	0.9	52	46.6	0.9	-10.0%	33.6%

1. Rand million.

## Independent Regulatory Board for Auditors

### Selected performance indicators

**Table 8.53 Independent Regulatory Board for Auditors performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Number of monitoring visits completed per year	Education	Priority 3: Education, skills and health	44	42	44	42	43	44	45
Number of planned inspections completed per year	Inspections		112	136	125	121	121	121	121
Percentage of complaints closed per year within 18 months of receipt	Investigations	Priority 1: A capable, ethical and developmental state	80% (70/87)	79% (56/71)	85%	85%	– <sub>1</sub>	– <sub>1</sub>	– <sub>1</sub>
Percentage of target dates met for issuing audit pronouncements, audit reports and comment letters per year as per the committee for accounting standards project timetable	Standards	Priority 3: Education, skills and health	84% (16/19)	100% (16)	100% (10)	85%	85%	85%	85%

1. Indicator discontinued.

### Entity overview

The Independent Regulatory Board for Auditors was established in terms of the Auditing Profession Act (2005). The board is mandated to protect the public by regulating audits performed by registered auditors; improve the development and maintenance of internationally comparable ethical and auditing standards for auditors that promote investment and, consequently, employment in South Africa; set out measures to advance the implementation of appropriate standards of competence and good ethics in the auditing profession; and provide procedures for disciplinary action in instances of improper conduct.

Over the medium term, the board will focus on developing and maintaining auditing and ethical standards that are internationally comparable; providing an appropriate framework for the education and training of adequately qualified auditors; inspecting and reviewing the work of registered auditors; and investigating and taking appropriate action against registered auditors who do not comply with standards and are guilty of improper conduct.

Expenditure is expected to increase at an average annual rate of 9.5 per cent, from R166.7 million in 2021/22 to R218.7 million in 2024/25. This is mainly due to an expected increase in the cost of disciplinary hearings and legal fees in relation to the number of high-profile cases the board anticipates handling over the MTEF period.

The board expects to receive 25.4 per cent (R141.5 million) of its revenue over the medium term through transfers from the department and the balance through fees for inspections, the registration of auditors and trainees, and annual renewals. Revenue is expected to increase at an average annual rate of 6.6 per cent, from R163.9 million in 2021/22 to R198.8 million in 2024/25.

### Programmes/Objectives/Activities

**Table 8.54 Independent Regulatory Board for Auditors expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	39.3	43.0	48.0	47.2	6.2%	29.6%	54.8	57.3	60.4	8.6%	27.9%
Legal	33.2	42.5	33.9	36.1	2.9%	24.3%	33.6	35.2	36.8	0.6%	18.2%
Education	6.8	8.4	9.9	12.7	22.9%	6.2%	15.0	15.7	16.4	9.0%	7.6%
Inspections	27.0	32.0	31.7	35.1	9.1%	21.0%	45.6	48.5	51.8	13.8%	22.9%
Investigations	14.6	15.2	15.2	23.5	17.3%	11.3%	32.9	34.8	37.0	16.3%	16.2%
Standards	10.5	11.3	11.1	12.1	5.0%	7.5%	14.1	15.1	16.2	10.3%	7.3%
<b>Total</b>	<b>131.4</b>	<b>152.4</b>	<b>149.9</b>	<b>166.7</b>	<b>8.2%</b>	<b>100.0%</b>	<b>196.0</b>	<b>206.5</b>	<b>218.7</b>	<b>9.5%</b>	<b>100.0%</b>

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

**Table 8.55 Independent Regulatory Board for Auditors statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>78.6</b>	<b>115.3</b>	<b>148.3</b>	<b>119.3</b>	<b>14.9%</b>	<b>72.1%</b>	<b>137.0</b>	<b>142.3</b>	<b>148.8</b>	<b>7.7%</b>	<b>74.6%</b>
Sale of goods and services other than capital assets	75.0	111.7	145.6	117.3	16.1%	70.1%	133.6	138.8	145.2	7.4%	72.9%
Other non-tax revenue	3.6	3.6	2.7	1.9	-18.4%	2.0%	3.3	3.5	3.6	23.7%	1.7%
<b>Transfers received</b>	<b>40.9</b>	<b>43.2</b>	<b>44.2</b>	<b>44.6</b>	<b>3.0%</b>	<b>27.9%</b>	<b>45.7</b>	<b>45.9</b>	<b>49.9</b>	<b>3.8%</b>	<b>25.4%</b>
<b>Total revenue</b>	<b>119.4</b>	<b>158.5</b>	<b>192.5</b>	<b>163.9</b>	<b>11.1%</b>	<b>100.0%</b>	<b>182.7</b>	<b>188.1</b>	<b>198.8</b>	<b>6.6%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>131.4</b>	<b>152.4</b>	<b>149.9</b>	<b>166.7</b>	<b>8.2%</b>	<b>100.0%</b>	<b>196.0</b>	<b>206.5</b>	<b>218.7</b>	<b>9.5%</b>	<b>100.0%</b>
Compensation of employees	82.2	89.4	96.3	110.2	10.2%	62.9%	128.4	136.3	145.0	9.6%	66.0%
Goods and services	47.7	61.2	51.7	53.6	4.0%	35.8%	64.9	67.2	70.6	9.6%	32.5%
Depreciation	1.5	1.8	1.9	2.8	25.0%	1.3%	2.8	3.0	3.1	2.9%	1.5%
<b>Total expenses</b>	<b>131.4</b>	<b>152.4</b>	<b>149.9</b>	<b>166.7</b>	<b>8.2%</b>	<b>100.0%</b>	<b>196.0</b>	<b>206.5</b>	<b>218.7</b>	<b>9.5%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(12.0)</b>	<b>6.1</b>	<b>42.6</b>	<b>(2.8)</b>	<b>-38.4%</b>		<b>(13.4)</b>	<b>(18.4)</b>	<b>(19.9)</b>	<b>92.3%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(12.4)</b>	<b>11.6</b>	<b>47.2</b>	<b>0.0</b>	<b>-108.3%</b>	<b>100.0%</b>	<b>(9.7)</b>	<b>(7.9)</b>	<b>(12.2)</b>	<b>-1,303.9%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>78.8</b>	<b>115.1</b>	<b>146.6</b>	<b>119.2</b>	<b>14.8%</b>	<b>72.0%</b>	<b>136.9</b>	<b>142.2</b>	<b>148.8</b>	<b>7.7%</b>	<b>74.6%</b>
Sales of goods and services other than capital assets	75.5	111.7	144.2	117.3	15.8%	70.2%	133.6	138.8	145.2	7.4%	72.9%
Other tax receipts	3.3	3.4	2.4	1.9	-17.2%	1.8%	3.3	3.4	3.6	24.3%	1.6%
<b>Transfers received</b>	<b>40.9</b>	<b>43.2</b>	<b>44.2</b>	<b>44.6</b>	<b>3.0%</b>	<b>27.9%</b>	<b>45.7</b>	<b>45.9</b>	<b>49.9</b>	<b>3.8%</b>	<b>25.4%</b>
<b>Financial transactions in assets and liabilities</b>	<b>-</b>	<b>0.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total receipts</b>	<b>119.7</b>	<b>158.4</b>	<b>190.8</b>	<b>163.8</b>	<b>11.0%</b>	<b>100.0%</b>	<b>182.6</b>	<b>188.1</b>	<b>198.7</b>	<b>6.6%</b>	<b>100.0%</b>

**Table 8.55 Independent Regulatory Board for Auditors 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			2021/22				2018/19 - 2021/22	2022/23	2023/24		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22		2022/23	2023/24	2024/25	2021/22 - 2024/25	
<b>Payment</b>											
<b>Current payments</b>	<b>132.1</b>	<b>146.8</b>	<b>143.6</b>	<b>163.8</b>	<b>7.4%</b>	<b>100.0%</b>	<b>192.3</b>	<b>196.0</b>	<b>210.9</b>	<b>8.8%</b>	<b>100.0%</b>
Compensation of employees	82.2	89.4	96.3	110.2	10.2%	64.4%	128.4	136.3	145.0	9.6%	68.1%
Goods and services	49.8	57.4	47.3	53.6	2.5%	35.6%	64.0	59.7	65.9	7.1%	31.9%
<b>Total payments</b>	<b>132.1</b>	<b>146.8</b>	<b>143.6</b>	<b>163.8</b>	<b>7.4%</b>	<b>100.0%</b>	<b>192.3</b>	<b>196.0</b>	<b>210.9</b>	<b>8.8%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(2.5)</b>	<b>(1.6)</b>	<b>(0.4)</b>	<b>(11.5)</b>	<b>66.5%</b>	<b>100.0%</b>	<b>(7.7)</b>	<b>(7.7)</b>	<b>(7.7)</b>	<b>-12.4%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(2.5)	(0.8)	(0.4)	(1.9)	-9.3%	63.3%	(2.3)	(2.3)	(2.3)	7.0%	26.2%
Investment property	-	-	-	(4.0)	-	8.7%	-	-	-	-100.0%	8.7%
Acquisition of software and other intangible assets	(0.1)	(0.7)	(0.1)	(5.6)	313.2%	33.1%	(5.4)	(5.4)	(5.4)	-1.2%	65.1%
Proceeds from the sale of property, plant, equipment and intangible assets	0.0	0.0	0.0	-	-100.0%	-1.4%	-	-	-	-	-
Other flows from investing activities	0.1	(0.1)	0.1	-	-100.0%	-3.7%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(14.9)</b>	<b>10.0</b>	<b>46.8</b>	<b>(11.5)</b>	<b>-8.3%</b>	<b>4.9%</b>	<b>(17.5)</b>	<b>(15.6)</b>	<b>(19.9)</b>	<b>20.1%</b>	<b>-8.1%</b>
<b>Statement of financial position</b>											
Carrying value of assets of which:	6.2	5.8	4.4	4.4	-10.6%	9.2%	10.3	11.2	11.2	36.4%	12.8%
Acquisition of assets	(2.5)	(0.8)	(0.4)	(1.9)	-9.3%	100.0%	(2.3)	(2.3)	(2.3)	7.0%	100.0%
Investments	-	10.0	10.0	10.0	-	10.2%	10.0	10.0	10.0	-	13.2%
Inventory	0.1	0.2	0.2	0.2	16.2%	0.3%	0.2	0.2	0.2	-6.5%	0.2%
Loans	-	0.4	0.3	0.3	-	0.4%	0.5	0.5	0.5	18.8%	0.6%
Receivables and prepayments	5.1	5.2	7.2	7.2	11.9%	9.6%	3.5	3.8	4.0	-17.7%	5.9%
Cash and cash equivalents	17.7	27.7	74.5	74.5	61.5%	63.9%	66.3	50.7	28.7	-27.2%	67.3%
Non-current assets held for sale	10.0	-	-	-	-100.0%	6.4%	-	-	-	-	-
<b>Total assets</b>	<b>39.1</b>	<b>49.3</b>	<b>96.6</b>	<b>96.6</b>	<b>35.1%</b>	<b>100.0%</b>	<b>90.8</b>	<b>76.3</b>	<b>54.6</b>	<b>-17.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	1.0	-	-	-	-100.0%	0.7%	-	-	-	-	-
Capital and reserves	30.9	38.0	80.6	80.6	37.6%	80.8%	81.0	62.6	40.7	-20.4%	82.3%
Trade and other payables	7.2	11.3	15.9	15.9	30.6%	18.5%	9.8	13.7	13.9	-4.4%	17.7%
<b>Total equity and liabilities</b>	<b>39.1</b>	<b>49.3</b>	<b>96.6</b>	<b>96.6</b>	<b>35.1%</b>	<b>100.0%</b>	<b>90.8</b>	<b>76.3</b>	<b>54.6</b>	<b>-17.3%</b>	<b>100.0%</b>

**Personnel information**

**Table 8.56 Independent Regulatory Board for Auditors personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment									Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate		Medium-term expenditure estimate							
		2020/21		2021/22		2022/23		2023/24		2024/25	2021/22 - 2024/25		
Independent Regulatory Board for Auditors		Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost		
Salary level	101	101	88 96.3 1.1	101 110.2 1.1	101 128.4 1.3	101 136.3 1.3	101 145.0 1.4			9.6%	100.0%		
1-6	6	6	7 1.4 0.2	6 1.3 0.2	6 1.5 0.2	6 1.6 0.3	6 1.7 0.3			9.6%	1.2%		
7-10	30	30	25 11.6 0.5	30 14.8 0.5	30 17.2 0.6	30 18.3 0.6	30 19.5 0.6			9.6%	13.4%		
11-12	10	10	5 5.1 1.0	10 9.4 0.9	10 10.9 1.1	10 11.6 1.2	10 12.3 1.2			9.6%	8.5%		
13-16	49	49	45 56.9 1.3	49 68.0 1.4	49 79.2 1.6	49 84.1 1.7	49 89.5 1.8			9.6%	61.7%		
17-22	6	6	6 21.2 3.5	6 16.7 2.8	6 19.5 3.2	6 20.7 3.5	6 22.0 3.7			9.6%	15.2%		

1. Rand million.

## Land and Agricultural Development Bank of South Africa

### Selected performance indicators

**Table 8.57 Land and Agricultural Development Bank of South Africa performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Cost-to-income ratio per year	Administration		71% (R673.9m/ R952m)	111% (R688.1m/ R619.9m)	231%	102%	54%	40%	40%
Capital adequacy ratio per year	Administration	Priority 2: Economic transformation and job creation	16% (R3.2bn)	16%	16%	16%	16%	16%	16%
Value of development loan book disbursements per year	Administration		R1bn	R3bn	R3.5bn	R4bn	R4.5bn	R4.5bn	R4.5bn

### Entity overview

As a development finance institution, the Land and Agricultural Development Bank of South Africa is mandated to address agricultural and rural development in South Africa. The bank operates in the primary agriculture and agribusiness sectors and is regulated by the Public Finance Management Act (1999) and the Land and Agricultural Development Bank Act (2002). Accordingly, the bank is expected to play a pivotal role in advancing agriculture and rural development. Liquidity constraints over the medium term require that the bank focuses on maintaining a healthy loan book, securing funding for liabilities and reducing the number of non-performing loans. It will seek to ensure its financial sustainability by increasing the development loan book so that it becomes a predominant portfolio.

Expenditure is expected to decrease at an average annual rate of 22.3 per cent, from R3 billion in 2021/22 to R1.4 billion in 2024/25, due to average annual decreases in spending of 17.5 per cent on goods and services as part of the bank's efforts to ensure greater cost efficiency, and 27.7 per cent on interest expenses. The decrease in interest is mainly driven by writing off some outstanding loans and the early settlement of others. Spending on compensation of employees is expected to decrease at an average annual rate of 7.6 per cent, from R389.3 million in 2021/22 to R307.4 million in 2024/25, due to natural attrition.

The bank is set to derive an estimated 96.4 per cent (R5.8 billion) of its revenue over the period ahead through interest income, decreasing at an average annual rate of 15.6 per cent, from R2.6 billion in 2021/22 to R1.5 billion in 2024/25, in line with the projected reduction in the loan book.

### Programmes/Objectives/Activities

**Table 8.58 Land and Agricultural Development Bank of South Africa 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 (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
Administration	602.8	1,484.9	569.0	589.7	-0.7%	17.1%	1,145.0	961.6	435.3	-9.6%	31.5%
Corporate banking	1,043.5	962.1	726.0	508.3	-21.3%	17.4%	420.2	304.5	200.1	-26.7%	14.2%
Commercial development banking	3,473.5	3,683.7	3,057.1	1,942.3	-17.6%	65.5%	1,611.1	1,143.5	790.2	-25.9%	54.4%
<b>Total</b>	<b>5,119.9</b>	<b>6,130.7</b>	<b>4,352.1</b>	<b>3,040.3</b>	<b>-15.9%</b>	<b>100.0%</b>	<b>3,176.3</b>	<b>2,409.6</b>	<b>1,425.6</b>	<b>-22.3%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 8.59 Land and Agricultural Development Bank of South Africa 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 (%)
	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2024/25	
<b>Revenue</b>												
<b>Non-tax revenue</b>	<b>5 238.1</b>	<b>4 884.4</b>	<b>3 433.4</b>	<b>2 642.1</b>	<b>-20.4%</b>	<b>100.0%</b>	<b>2 420.5</b>	<b>1 955.3</b>	<b>1 620.8</b>	<b>-15.0%</b>	<b>100.0%</b>	
Sale of goods and services other than capital assets	97.7	398.9	105.3	74.9	-8.5%	4.0%	73.4	75.1	75.0	0.1%	3.6%	
Other non-tax revenue	5 140.3	4 485.5	3 328.1	2 567.2	-20.7%	96.0%	2 347.0	1 880.1	1 545.8	-15.6%	96.4%	
<b>Total revenue</b>	<b>5 238.1</b>	<b>4 884.4</b>	<b>3 433.4</b>	<b>2 642.1</b>	<b>-20.4%</b>	<b>100.0%</b>	<b>2 420.5</b>	<b>1 955.3</b>	<b>1 620.8</b>	<b>-15.0%</b>	<b>100.0%</b>	
<b>Expenses</b>												
<b>Current expenses</b>	<b>5 046.8</b>	<b>6 065.1</b>	<b>4 300.3</b>	<b>3 002.7</b>	<b>-15.9%</b>	<b>98.8%</b>	<b>3 148.4</b>	<b>2 389.1</b>	<b>1 405.9</b>	<b>-22.3%</b>	<b>98.9%</b>	
Compensation of employees	393.6	378.9	383.2	389.3	-0.4%	8.9%	374.2	329.3	307.4	-7.6%	15.0%	
Goods and services	697.8	1 572.4	817.3	561.2	-7.0%	19.1%	1 091.4	850.0	315.3	-17.5%	27.6%	
Depreciation	16.7	37.3	33.0	34.6	27.6%	0.7%	21.1	21.0	19.3	-17.7%	1.0%	
Interest, dividends and rent on land	3 938.7	4 076.5	3 066.8	2 017.6	-20.0%	70.1%	1 661.7	1 188.8	763.9	-27.7%	55.4%	
<b>Transfers and subsidies</b>	<b>73.0</b>	<b>65.6</b>	<b>51.9</b>	<b>37.6</b>	<b>-19.9%</b>	<b>1.2%</b>	<b>27.9</b>	<b>20.5</b>	<b>19.7</b>	<b>-19.4%</b>	<b>1.1%</b>	
<b>Total expenses</b>	<b>5 119.9</b>	<b>6 130.7</b>	<b>4 352.1</b>	<b>3 040.3</b>	<b>-15.9%</b>	<b>100.0%</b>	<b>3 176.3</b>	<b>2 409.6</b>	<b>1 425.6</b>	<b>-22.3%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>118.2</b>	<b>(1 246.3)</b>	<b>(918.8)</b>	<b>(398.2)</b>	<b>-249.9%</b>		<b>(755.9)</b>	<b>(454.4)</b>	<b>195.2</b>	<b>-178.8%</b>		
<b>Cash flow statement</b>												
<b>Cash flow from operating activities</b>	<b>579.4</b>	<b>(565.6)</b>	<b>(653.2)</b>	<b>(268.9)</b>	<b>-177.4%</b>	<b>100.0%</b>	<b>(0.2)</b>	<b>(6.2)</b>	<b>232.9</b>	<b>-195.3%</b>	<b>100.0%</b>	
<b>Receipts</b>												
<b>Non-tax receipts</b>	<b>5 146.1</b>	<b>4 519.4</b>	<b>3 265.7</b>	<b>2 570.2</b>	<b>-20.7%</b>	<b>100.0%</b>	<b>2 350.0</b>	<b>1 883.2</b>	<b>1 539.4</b>	<b>-15.7%</b>	<b>100.0%</b>	
Sales of goods and services other than capital assets	105.5	66.7	47.1	42.4	-26.2%	1.7%	42.4	42.4	42.4	-	2.1%	
Other tax receipts	5 040.6	4 452.7	3 218.6	2 527.9	-20.6%	98.3%	2 307.7	1 840.8	1 497.1	-16.0%	97.9%	
<b>Total receipts</b>	<b>5 146.1</b>	<b>4 519.4</b>	<b>3 265.7</b>	<b>2 570.2</b>	<b>-20.7%</b>	<b>100.0%</b>	<b>2 350.0</b>	<b>1 883.2</b>	<b>1 539.4</b>	<b>-15.7%</b>	<b>100.0%</b>	
<b>Payment</b>												
<b>Current payments</b>	<b>4 493.6</b>	<b>5 019.3</b>	<b>3 867.0</b>	<b>2 801.5</b>	<b>-14.6%</b>	<b>98.6%</b>	<b>2 322.3</b>	<b>1 868.8</b>	<b>1 286.9</b>	<b>-22.8%</b>	<b>98.7%</b>	
Compensation of employees	393.6	378.9	383.2	389.3	-0.4%	9.9%	374.2	440.2	307.4	-7.6%	19.1%	
Goods and services	277.6	563.9	417.0	394.7	12.4%	10.4%	286.5	239.9	215.5	-18.3%	13.8%	
Interest and rent on land	3 822.4	4 076.5	3 066.8	2 017.6	-19.2%	78.3%	1 661.7	1 188.8	763.9	-27.7%	65.8%	
<b>Transfers and subsidies</b>	<b>73.0</b>	<b>65.6</b>	<b>51.9</b>	<b>37.6</b>	<b>-19.9%</b>	<b>1.4%</b>	<b>27.9</b>	<b>20.5</b>	<b>19.7</b>	<b>-19.4%</b>	<b>1.3%</b>	
<b>Total payments</b>	<b>4 566.6</b>	<b>5 084.9</b>	<b>3 918.9</b>	<b>2 839.1</b>	<b>-14.7%</b>	<b>100.0%</b>	<b>2 350.2</b>	<b>1 889.4</b>	<b>1 306.6</b>	<b>-22.8%</b>	<b>100.0%</b>	
<b>Net cash flow from advancing activities (Financial institutions only)</b>	<b>(2 392.0)</b>	<b>4 858.6</b>	<b>8 581.7</b>	<b>7 351.3</b>	<b>-245.4%</b>	<b>100.0%</b>	<b>5 632.3</b>	<b>5 778.3</b>	<b>891.6</b>	<b>-50.5%</b>	<b>100.0%</b>	
Disbursements and other payments	(2 392.0)	-	-	-	-100.0%	25.0%	-	-	-	-	-	
Repayments and other receipts	-	4 858.6	8 581.7	7 351.3	-	75.0%	5 632.3	5 778.3	891.6	-50.5%	100.0%	
<b>Net cash flow from investing activities</b>	<b>(1.2)</b>	<b>(0.9)</b>	<b>(43.6)</b>	<b>(62.5)</b>	<b>275.5%</b>	<b>100.0%</b>	<b>(62.5)</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	
Acquisition of property, plant, equipment and intangible assets	(1.2)	(0.9)	(43.6)	(62.5)	275.5%	100.0%	(62.5)	-	-	-100.0%	-	
<b>Net cash flow from financing activities</b>	<b>2 654.2</b>	<b>(6 909.8)</b>	<b>(2 911.5)</b>	<b>(871.7)</b>	<b>-169.0%</b>	<b>100.0%</b>	<b>(8 174.5)</b>	<b>(6 516.5)</b>	<b>(6 054.1)</b>	<b>90.8%</b>	<b>100.0%</b>	
Borrowing activities	2 654.2	(6 909.8)	(5 911.5)	(5 871.7)	-230.3%	269.2%	(9 174.5)	(7 516.5)	(6 054.1)	1.0%	250.3%	
Other flows from financing activities	-	-	3 000.0	5 000.0	-	-169.2%	1 000.0	1 000.0	-	-100.0%	-150.3%	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>840.4</b>	<b>(2 617.6)</b>	<b>4 973.4</b>	<b>6 148.2</b>	<b>94.1%</b>	<b>72.6%</b>	<b>(2 604.9)</b>	<b>(744.4)</b>	<b>(4 929.7)</b>	<b>-192.9%</b>	<b>-64.1%</b>	
<b>Statement of financial position</b>												
Carrying value of assets of which:	60.8	99.6	140.3	71.5	5.6%	0.2%	78.8	86.5	95.9	10.3%	0.3%	
<b>Acquisition of assets</b>	<b>(1.2)</b>	<b>(0.9)</b>	<b>(43.6)</b>	<b>(62.5)</b>	<b>275.5%</b>	<b>100.0%</b>	<b>(62.5)</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	
Investments	2 687.4	1 443.2	1 431.3	913.0	-30.2%	3.7%	922.1	932.0	944.0	1.1%	3.6%	
Loans	44 465.5	39 606.8	31 025.1	25 574.1	-16.8%	81.9%	19 941.8	14 163.5	13 272.0	-19.6%	65.5%	
Receivables and prepayments	-	720.8	206.5	177.0	-	0.7%	178.7	180.6	181.8	0.9%	0.7%	
Cash and cash equivalents	3 202.6	585.0	5 558.4	12 013.9	55.4%	13.3%	9 409.0	8 664.6	3 734.9	-32.3%	29.5%	
Non-current assets held for sale	-	105.1	4.1	87.3	-	0.1%	87.3	87.3	87.3	-	0.3%	
Derivatives financial instruments	-	79.1	11.3	10.5	-	0.1%	11.5	12.7	13.9	10.0%	-	
<b>Total assets</b>	<b>50 416.2</b>	<b>42 639.6</b>	<b>38 377.0</b>	<b>38 847.4</b>	<b>-8.3%</b>	<b>100.0%</b>	<b>30 629.3</b>	<b>24 127.3</b>	<b>18 329.8</b>	<b>-22.1%</b>	<b>100.0%</b>	

**Table 8.59 Land and Agricultural Development Bank of South Africa 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 (%)
	2018/19	2019/20	2020/21				2021/22	2018/19 - 2021/22	2022/23		
R million											
Accumulated surplus/(deficit)	3 807.4	(4 130.1)	(5 068.6)	3 301.2	-4.6%	-1.7%	3 545.3	4 090.9	4 286.1	9.1%	15.1%
Capital and reserves	101.0	-	-	-	-100.0%	0.1%	-	-	-	-	-
Capital reserve fund	1 766.6	3 789.5	6 809.3	4 766.6	39.2%	10.6%	4 766.6	4 766.6	4 766.6	-	18.4%
Borrowings	44 257.9	28 946.8	25 252.4	23 114.5	-19.5%	70.2%	16 598.1	11 165.6	6 524.5	-34.4%	48.9%
Finance lease	70.1	-	-	-	-100.0%	-	-	-	-	-	-
Trade and other payables	72.6	952.5	139.8	244.2	49.8%	0.8%	251.9	260.0	268.6	3.2%	1.0%
Provisions	340.6	675.1	421.8	422.3	7.4%	1.1%	441.8	463.5	508.5	6.4%	1.8%
Derivatives financial instruments	-	12 405.8	10 822.4	6 998.6	-	18.8%	5 025.6	3 380.7	1 975.5	-34.4%	14.8%
<b>Total equity and liabilities</b>	<b>50 416.2</b>	<b>42 639.6</b>	<b>38 377.0</b>	<b>38 847.4</b>	<b>-8.3%</b>	<b>100.0%</b>	<b>30 629.3</b>	<b>24 127.3</b>	<b>18 329.8</b>	<b>-22.1%</b>	<b>100.0%</b>

### Personnel information

**Table 8.60 Land and Agricultural Development Bank of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022	Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)					
	Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate										
2020/21			2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25								
Land and Agricultural Development Bank of South Africa		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	411	411	411	383.2	0.9	411	389.3	0.9	411	374.2	0.9	411	329.3	0.8	-	307.4	-	-7.6%	100.0%
1 – 6	7	7	7	6.9	1.0	7	8.8	1.3	7	8.4	1.2	7	7.3	1.0	-	6.9	-	-7.9%	2.2%
7 – 10	157	157	157	87.7	0.6	157	92.3	0.6	157	88.8	0.6	157	78.2	0.5	-	73.0	-	-7.5%	23.7%
11 – 12	139	139	139	107.2	0.8	139	107.1	0.8	139	102.9	0.7	139	90.6	0.7	-	84.5	-	-7.6%	27.5%
13 – 16	100	100	100	149.8	1.5	100	149.6	1.5	100	143.8	1.4	100	126.5	1.3	-	118.1	-	-7.6%	38.4%
17 – 22	8	8	8	31.6	3.9	8	31.6	3.9	8	30.3	3.8	8	26.7	3.3	-	24.9	-	-7.6%	8.1%

1. Rand million.

### Office of the Ombud for Financial Services Providers

#### Selected performance indicators

**Table 8.61 Office of the Ombud for Financial Services Providers performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Percentage of complaints closed per year within 9 months of date of receipt	Resolve complaints in a fair, expeditious and informal manner to the satisfaction of customers	Priority 1: A capable, ethical and developmental state	95%	96%	92%	92%	92%	92%	92%
			(8 857/ 9 323)	(8 504/ 8 835)	(9 708/ 10 552)				
Number of activities relating to brand awareness, financial literacy and customer awareness activities per year	Enhanced stakeholder management		20	70	28	25	65	65	65

#### Entity overview

The legislative mandate of the Office of the Ombud for Financial Services Providers is stated in the Financial Advisory and Intermediary Services Act (2002), in terms of which the organisation is established. The act gives the ombud statutory powers to examine complaints against financial services providers, primarily intermediaries selling investment products. Over the medium term, the ombud will focus on ensuring that cases are properly assessed and appropriately handled; informing stakeholders of its role and functions; acquiring appropriate skills to fulfil its mandate and ensuring that such skills are retained; ensuring that risk is adequately managed; and ensuring that appeals or reviews of decisions are appropriately dealt with.

Expenditure is expected to increase at an average annual rate of 5.2 per cent, from R67 million in 2021/22 to R78 million in 2024/25. This is mainly due to the filling of critical posts, including the deputy ombud and 2 assistant ombuds. Accordingly, spending on compensation of employees, the entity's main cost driver, is expected to increase at an average annual rate of 5.4 per cent, from R40.8 million in 2021/22 to R47.8 million in 2024/25.

The ombud derives revenue mainly through levies collected from financial services providers. Revenue is expected to increase at an average annual rate of 12.6 per cent, from R57.8 million in 2021/22 to R82.4 million in 2024/25.

### Programmes/Objectives/Activities

**Table 8.62 Office of the Ombud for Financial Services Providers expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19	2021/22	2022/23	2023/24	2024/25	2021/22	2024/25
Administration	20.4	17.8	19.1	32.0	16.1%	46.8%	32.8	34.2	35.8	3.8%	46.3%
Resolve complaints in a fair, expeditious and informal manner to the satisfaction of customers	18.9	20.5	21.3	32.2	19.4%	48.9%	35.6	37.2	38.9	6.5%	49.4%
Enhanced stakeholder management	1.7	1.8	1.8	2.8	18.2%	4.3%	3.1	3.2	3.4	6.1%	4.3%
<b>Total</b>	<b>41.1</b>	<b>40.1</b>	<b>42.2</b>	<b>67.0</b>	<b>17.7%</b>	<b>100.0%</b>	<b>71.5</b>	<b>74.7</b>	<b>78.0</b>	<b>5.2%</b>	<b>100.0%</b>

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

**Table 8.63 Office of the Ombud for Financial Services Providers statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19	2021/22	2022/23	2023/24	2024/25	2021/22	2024/25
<b>Revenue</b>											
Transfers received	54.8	64.4	57.6	57.8	1.7%	100.0%	75.5	78.8	82.4	12.6%	100.0%
<b>Total revenue</b>	<b>54.9</b>	<b>64.4</b>	<b>57.6</b>	<b>57.8</b>	<b>1.7%</b>	<b>100.0%</b>	<b>75.5</b>	<b>78.8</b>	<b>82.4</b>	<b>12.6%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>41.1</b>	<b>40.1</b>	<b>42.2</b>	<b>67.0</b>	<b>17.7%</b>	<b>100.0%</b>	<b>71.5</b>	<b>74.7</b>	<b>78.0</b>	<b>5.2%</b>	<b>100.0%</b>
Compensation of employees	24.6	26.5	26.5	40.8	18.4%	62.4%	43.8	45.8	47.8	5.4%	61.2%
Goods and services	15.6	12.5	14.4	23.9	15.2%	34.8%	24.6	25.7	26.9	4.0%	34.7%
Depreciation	0.9	1.1	1.2	2.2	35.9%	2.7%	3.0	3.1	3.3	13.6%	4.0%
Interest, dividends and rent on land	–	0.0	0.0	0.1	–	0.1%	0.1	0.1	0.1	8.4%	0.1%
<b>Total expenses</b>	<b>41.1</b>	<b>40.1</b>	<b>42.2</b>	<b>67.0</b>	<b>17.7%</b>	<b>100.0%</b>	<b>71.5</b>	<b>74.7</b>	<b>78.0</b>	<b>5.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>13.8</b>	<b>24.3</b>	<b>15.4</b>	<b>(9.2)</b>	<b>-187.4%</b>		<b>4.0</b>	<b>4.2</b>	<b>4.4</b>	<b>-178.2%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(0.5)</b>	<b>3.3</b>	<b>5.6</b>	<b>30.2</b>	<b>-502.4%</b>	<b>100.0%</b>	<b>6.0</b>	<b>0.9</b>	<b>0.7</b>	<b>-71.6%</b>	<b>100.0%</b>
<b>Receipts</b>											
Transfers received	41.7	42.2	46.0	94.8	31.5%	100.0%	74.6	72.9	76.0	-7.1%	100.0%
<b>Total receipts</b>	<b>41.7</b>	<b>42.2</b>	<b>46.0</b>	<b>94.8</b>	<b>31.5%</b>	<b>100.0%</b>	<b>74.6</b>	<b>72.9</b>	<b>76.0</b>	<b>-7.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>42.2</b>	<b>39.0</b>	<b>40.4</b>	<b>64.6</b>	<b>15.3%</b>	<b>100.0%</b>	<b>68.5</b>	<b>72.0</b>	<b>75.3</b>	<b>5.3%</b>	<b>100.0%</b>
Compensation of employees	24.6	26.5	26.5	40.8	18.4%	63.8%	43.8	45.8	47.8	5.4%	63.6%
Goods and services	17.5	12.4	13.9	23.7	10.5%	36.1%	24.7	26.2	27.4	5.0%	36.3%
Interest and rent on land	–	0.0	0.0	0.1	–	0.1%	0.1	0.1	0.1	8.4%	0.1%
<b>Total payments</b>	<b>42.2</b>	<b>39.0</b>	<b>40.4</b>	<b>64.6</b>	<b>15.3%</b>	<b>100.0%</b>	<b>68.5</b>	<b>72.0</b>	<b>75.3</b>	<b>5.3%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(1.5)</b>	<b>(1.5)</b>	<b>(6.9)</b>	<b>(3.8)</b>	<b>35.9%</b>	<b>100.0%</b>	<b>(6.0)</b>	<b>(0.8)</b>	<b>(0.6)</b>	<b>-44.6%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.1)	(1.3)	(1.6)	(1.5)	10.8%	55.1%	(2.1)	(0.7)	(0.5)	-30.7%	58.7%
Acquisition of software and other intangible assets	(0.5)	(0.2)	(5.3)	(2.3)	70.0%	46.0%	(3.9)	(0.1)	(0.1)	-60.1%	41.3%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	0.0	0.0	–	-100.0%	-1.1%	–	–	–	–	–
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>–</b>	<b>–</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>1.5%</b>	<b>100.0%</b>
Repayment of finance leases	–	(0.0)	(0.0)	(0.0)	–	–	(0.0)	(0.0)	(0.0)	1.5%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2.0)</b>	<b>1.8</b>	<b>(1.3)</b>	<b>26.4</b>	<b>-337.1%</b>	<b>9.0%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-97.5%</b>	<b>9.8%</b>

**Table 8.63 Office of the Ombud for Financial Services Providers statements of financial performance, cash flow and financial position**

Statement of financial position		Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%)
		2018/19	2019/20	2020/21		2018/19 - 2021/22	2021/22	2022/23	2023/24	2024/25		
R million												
Carrying value of assets of which:		2.4	2.8	8.5	10.0	62.0%	13.2%	13.2	11.5	9.5	-1.7%	19.6%
Acquisition of assets		(1.1)	(1.3)	(1.6)	(1.5)	10.8%	100.0%	(2.1)	(0.7)	(0.5)	-30.7%	100.0%
Receivables and prepayments		15.1	37.6	49.2	12.1	-6.9%	67.8%	13.1	19.0	25.4	27.9%	30.0%
Cash and cash equivalents		1.6	3.4	2.1	28.5	159.3%	19.1%	28.5	28.5	28.5	-	50.4%
<b>Total assets</b>		<b>19.1</b>	<b>43.8</b>	<b>59.8</b>	<b>50.7</b>	<b>38.5%</b>	<b>100.0%</b>	<b>54.8</b>	<b>59.0</b>	<b>63.5</b>	<b>7.8%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)		17.6	41.9	57.4	48.1	39.8%	94.7%	52.1	56.3	60.6	8.0%	95.2%
Finance lease		-	0.0	-	-	-	-	-	-	-	-	-
Trade and other payables		0.6	0.6	0.8	0.9	11.7%	1.9%	0.9	0.9	1.0	5.0%	1.6%
Provisions		0.9	1.3	1.6	1.7	26.4%	3.4%	1.8	1.8	1.9	2.6%	3.2%
Derivatives financial instruments		0.0	-	-	-	-100.0%	-	-	-	-	-	-
<b>Total equity and liabilities</b>		<b>19.1</b>	<b>43.8</b>	<b>59.8</b>	<b>50.7</b>	<b>38.5%</b>	<b>100.0%</b>	<b>54.8</b>	<b>59.0</b>	<b>63.5</b>	<b>7.8%</b>	<b>100.0%</b>

### Personnel information

**Table 8.64 Office of the Ombud for Financial Services Providers personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)				
		Actual			Revised estimate			Medium-term expenditure estimate											
Number of funded posts	Number of posts on approved establishment	2020/21			2021/22			2022/23		2023/24		2024/25		2021/22 - 2024/25					
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Office of the Ombud for Financial Services Providers																			
Salary level	74	74	59	26.5	0.4	58	40.8	0.7	74	43.8	0.6	74	45.8	0.6	74	47.8	0.6	5.4%	100.0%
1 – 6	23	23	22	4.0	0.2	22	4.1	0.2	23	4.2	0.2	23	4.3	0.2	23	4.3	0.2	1.6%	9.5%
7 – 10	36	36	24	10.0	0.4	25	15.8	0.6	36	16.1	0.4	36	16.3	0.5	36	16.6	0.5	1.5%	36.4%
11 – 12	7	7	7	4.6	0.7	5	6.3	1.3	7	6.4	0.9	7	6.5	0.9	7	6.6	0.9	1.4%	14.5%
13 – 16	7	7	5	5.1	1.0	5	10.8	2.2	7	10.9	1.6	7	11.1	1.6	7	11.3	1.6	1.4%	24.8%
17 – 22	1	1	1	2.8	2.8	1	3.7	3.7	1	6.2	6.2	1	7.6	7.6	1	9.1	9.1	34.6%	14.7%

1. Rand million.

## Office of the Pension Funds Adjudicator

### Selected performance indicators

**Table 8.65 Office of the Pension Funds Adjudicator performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Percentage of valid complaints resolved per year within 9 months of the complaint being lodged	Dispose of complaints received	Priority 3: Education, skills and health	98%	88%	83%	95%	95%	95%	95%
			(8 069/ 8 234)	(6 808/ 7 737)	(5 822/ 7 014)				
Number of days taken per year for the new complaints unit to process complaints	Dispose of complaints received		-1	-1	1	1	-2	-2	-2
Number of days taken per year for the new complaints unit to process complaints where outstanding information was subsequently received	Dispose of complaints received		-1	-1	2	2	-2	-2	-2
Number of days taken per year for the new complaints unit to refer premature complaints to respondents	Dispose of complaints received		-1	-1	5	5	5	5	5

1. No historical data available.

2. Indicator discontinued.

**Entity overview**

The Office of the Pension Funds Adjudicator is mandated to investigate and determine complaints lodged in terms of the Pension Funds Act (1956). In terms of the act, the adjudicator is required to ensure the procedurally fair, economical and expeditious resolution of complaints by providing services that are accessible to all; investigating complaints fairly; resolving complaints justly and expeditiously, in accordance with the law; incorporating innovation and proactive thought and action in its activities; and providing opportunities for individual growth. The office has jurisdiction only over funds that are registered under the act.

Over the medium term, the office aims to resolve 85 per cent of pension fund complaints received within 6 months by developing staff capability, restructuring its internal processes and modernising its ICT systems. It will also intensify its engagement with relevant stakeholders such as regulators and pension funds and continue its community outreach programmes to create awareness about its existence and mandate.

Expenditure is expected to increase at an average annual rate of 4.9 per cent, from R76.5 million in 2021/22 to R88.4 million in 2024/25, mainly due to planned capital investment in ICT infrastructure. Accordingly, spending on goods and services is expected to increase at an average annual rate of 4.6 per cent, from R27.3 million in 2021/22 to R31.3 million in 2024/25. Spending on compensation of employees is expected to increase at an average annual rate of 5.1 per cent, from R46.8 million in 2021 /22 to R54.3 million in 2024/25.

The office derives revenue mainly through levies collected from pension funds. Revenue is expected to increase at an average annual rate of 5.9 per cent, from R79.7 million in 2021/22 to R94.5 million in 2024/25.

**Programmes/Objectives/Activities**

**Table 8.66 Office of the Pension Funds Adjudicator expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	6.5	12.3	15.3	16.6	36.9%	18.7%	17.8	20.4	21.7	9.2%	23.2%
Dispose of complaints received	44.6	44.9	47.8	54.4	6.8%	72.3%	56.4	57.7	60.5	3.6%	69.7%
Achieve operational excellence	5.7	4.9	4.8	5.2	-3.4%	7.8%	5.1	5.5	5.8	3.9%	6.5%
Effective stakeholder relationships	0.9	0.9	0.8	0.4	-23.1%	1.2%	0.5	0.5	0.5	8.2%	0.6%
<b>Total</b>	<b>57.7</b>	<b>63.0</b>	<b>68.8</b>	<b>76.5</b>	<b>9.9%</b>	<b>100.0%</b>	<b>79.7</b>	<b>84.1</b>	<b>88.4</b>	<b>4.9%</b>	<b>100.0%</b>

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

**Table 8.67 Office of the Pension Funds Adjudicator statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
Non-tax revenue	0.2	0.0	0.1	0.4	33.6%	0.2%	0.4	0.4	0.4	4.8%	0.5%
Other non-tax revenue	0.2	0.0	0.1	0.4	33.6%	0.2%	0.4	0.4	0.4	4.8%	0.5%
Transfers received	64.3	70.8	75.4	79.3	7.2%	99.8%	90.0	90.1	94.1	5.9%	99.5%
<b>Total revenue</b>	<b>64.5</b>	<b>70.8</b>	<b>75.5</b>	<b>79.7</b>	<b>7.3%</b>	<b>100.0%</b>	<b>90.4</b>	<b>90.5</b>	<b>94.5</b>	<b>5.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
Current expenses	57.7	63.0	68.8	76.5	9.9%	100.0%	79.7	84.1	88.4	4.9%	100.0%
Compensation of employees	34.3	36.4	41.2	46.8	10.9%	59.5%	49.0	51.8	54.3	5.1%	61.4%
Goods and services	21.6	24.2	25.2	27.3	8.0%	37.0%	28.1	29.6	31.3	4.6%	35.4%
Depreciation	1.8	2.5	2.4	2.5	11.8%	3.4%	2.6	2.7	2.8	4.6%	3.2%
<b>Total expenses</b>	<b>57.7</b>	<b>63.0</b>	<b>68.8</b>	<b>76.5</b>	<b>9.9%</b>	<b>100.0%</b>	<b>79.7</b>	<b>84.1</b>	<b>88.4</b>	<b>4.9%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>6.8</b>	<b>7.8</b>	<b>6.8</b>	<b>3.2</b>	<b>-22.2%</b>		<b>10.6</b>	<b>6.4</b>	<b>6.1</b>	<b>24.0%</b>	
<b>Cash flow statement</b>											
Cash flow from operating activities	2.2	16.0	14.9	6.1	39.5%	100.0%	10.2	9.0	8.0	9.5%	100.0%
<b>Receipts</b>											
Non-tax receipts	0.0	0.0	0.1	0.4	172.4%	0.2%	0.4	0.4	0.4	4.8%	0.5%
Other tax receipts	0.0	0.0	0.1	0.4	172.4%	0.2%	0.4	0.4	0.4	4.8%	0.5%
Transfers received	58.1	75.8	80.0	79.3	10.9%	99.8%	86.2	90.1	94.1	5.9%	99.5%
<b>Total receipts</b>	<b>58.1</b>	<b>75.8</b>	<b>80.2</b>	<b>79.7</b>	<b>11.1%</b>	<b>100.0%</b>	<b>86.6</b>	<b>90.5</b>	<b>94.5</b>	<b>5.9%</b>	<b>100.0%</b>

**Table 8.67 Office of the Pension Funds Adjudicator 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			2021/22				2018/19 - 2021/22	2022/23	2023/24		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	2021/22 - 2024/25
<b>Payment</b>											
<b>Current payments</b>	<b>55.9</b>	<b>59.8</b>	<b>65.3</b>	<b>73.6</b>	<b>9.6%</b>	<b>100.0%</b>	<b>76.4</b>	<b>81.5</b>	<b>86.5</b>	<b>5.5%</b>	<b>100.0%</b>
Compensation of employees	33.8	35.8	39.5	46.8	11.5%	61.1%	49.0	51.8	54.3	5.1%	63.5%
Goods and services	22.1	24.0	25.8	26.8	6.7%	38.9%	27.4	29.7	32.2	6.3%	36.5%
<b>Total payments</b>	<b>55.9</b>	<b>59.8</b>	<b>65.3</b>	<b>73.6</b>	<b>9.6%</b>	<b>100.0%</b>	<b>76.4</b>	<b>81.5</b>	<b>86.5</b>	<b>5.5%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>											
<b>Net cash flow from investing activities</b>	<b>(4.1)</b>	<b>(2.1)</b>	<b>(9.7)</b>	<b>(6.1)</b>	<b>13.9%</b>	<b>100.0%</b>	<b>(10.2)</b>	<b>(9.0)</b>	<b>(8.0)</b>	<b>9.5%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(4.2)	(1.9)	(9.4)	(5.4)	8.8%	94.4%	(8.7)	(6.9)	(6.5)	6.4%	82.9%
Acquisition of software and other intangible assets	(0.0)	(0.2)	(0.3)	(0.7)	277.6%	6.1%	(1.5)	(2.1)	(1.5)	28.9%	17.1%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	-	-	-	-100.0%	-0.5%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(1.9)</b>	<b>14.0</b>	<b>5.2</b>	<b>0.0</b>	<b>-100.0%</b>	<b>6.6%</b>	<b>0.0</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
<b>Statement of financial position</b>											
Carrying value of assets	7.1	6.5	13.8	9.7	11.0%	36.5%	9.7	12.0	12.6	8.8%	57.3%
of which:											
Acquisition of assets	(4.2)	(1.9)	(9.4)	(5.4)	8.8%	100.0%	(8.7)	(6.9)	(6.5)	6.4%	100.0%
Receivables and prepayments	14.1	8.3	4.2	6.4	-23.0%	34.5%	6.4	8.1	8.5	9.7%	38.2%
Cash and cash equivalents	1.8	15.7	20.9	0.5	-34.3%	29.0%	0.5	1.3	1.3	37.9%	4.4%
<b>Total assets</b>	<b>22.9</b>	<b>30.5</b>	<b>38.9</b>	<b>16.7</b>	<b>-10.1%</b>	<b>100.0%</b>	<b>16.7</b>	<b>21.3</b>	<b>22.3</b>	<b>10.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	19.8	26.6	33.4	14.7	-9.6%	86.9%	14.4	19.4	20.4	11.6%	89.2%
Trade and other payables	1.6	2.1	2.2	0.5	-32.7%	5.7%	0.5	0.7	0.7	11.3%	3.0%
Provisions	1.5	1.8	3.3	1.5	0.8%	7.4%	1.7	1.2	1.3	-4.7%	7.7%
<b>Total equity and liabilities</b>	<b>22.9</b>	<b>30.5</b>	<b>38.9</b>	<b>16.7</b>	<b>-10.1%</b>	<b>100.0%</b>	<b>16.7</b>	<b>21.3</b>	<b>22.3</b>	<b>10.3%</b>	<b>100.0%</b>

**Personnel information****Table 8.68 Office of the Pension Funds Adjudicator personnel numbers and cost by salary level**

Office of the Pension Funds Adjudicator	Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment										Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)					
	Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate		Medium-term expenditure estimate												
			2020/21		2021/22		2022/23		2023/24		2024/25				2021/22 - 2024/25				
			Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost							
Salary level	67	67	67	41.2	0.6	65	46.8	0.7	66	49.0	0.7	66	51.8	0.8	67	54.3	0.8	5.1%	100.0%
1 – 6	22	22	19	4.2	0.2	20	5.8	0.3	20	6.0	0.3	21	5.9	0.3	22	6.3	0.3	2.5%	11.9%
7 – 10	29	29	32	14.4	0.5	29	16.1	0.6	29	17.3	0.6	29	18.8	0.6	29	19.4	0.7	6.5%	35.4%
11 – 12	5	5	6	6.4	1.1	5	5.7	1.1	5	6.0	1.2	5	6.3	1.3	5	6.5	1.3	4.3%	12.2%
13 – 16	9	9	8	10.7	1.3	9	13.1	1.5	10	13.5	1.3	9	14.2	1.6	9	15.1	1.7	4.7%	27.7%
17 – 22	2	2	2	5.4	2.7	2	6.0	3.0	2	6.3	3.2	2	6.6	3.3	2	7.1	3.5	5.4%	12.9%

1. Rand million.

**Public Investment Corporation****Selected performance indicators****Table 8.69 Public Investment Corporation performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Value of net profit after tax per year	Administration	Priority 7: A better Africa and world	R291m	R189m	R528m	R129m	R198m	R205m	R214m
Total amount of funds under management per year	Investments		R2.1tr	R1.9tr	R2.3tr	R2tr	R2.1tr	R2.2tr	R2.3tr

### Entity overview

The Public Investment Corporation was established by the Public Investment Corporation Act (2004). It is a registered financial services provider that is wholly owned by government, with the Minister of Finance as its shareholder representative, and is mandated to invest funds on behalf of its clients, as agreed upon with each client and approved by the Financial Sector Conduct Authority. The corporation's clients are public sector entities, most of which are pension, provident, social security, development and guardian funds.

The corporation makes investments through the Isibaya Fund under the guidance of the developmental investment framework of the Government Employees Pension Fund. This requires the corporation to find a balance between financial returns and support for long-term economic, social and environmental outcomes. The corporation's developmental investments are focused on economic and social infrastructure; sustainability projects; enterprise development; and small, medium and micro enterprises in the manufacturing, tourism, mining and agro-processing sectors.

Over the medium term, the corporation will focus on financial sustainability and fulfilling its legal and investment mandates while entrenching the culture of accountability expected of an asset management company. As an important component of the corporation's business, the ICT subcommittee of the board will continue to oversee IT governance in line with best practice.

Expenditure is expected to decrease at annual rate of 3.2 per cent, from R1 billion in 2021/22 to R945.5 million in 2024/25, mainly due to the implementation of cost-containment measures under goods and services. Spending on compensation of employees is expected to decrease at an average annual rate of 3 per cent, from R489.6 million in 2021/22 to R446.9 million in 2024/25, because of short-term incentives being suspended.

The corporation derives its revenue mainly through the fees it charges for managing its clients' assets, board fees, and interest income. Revenue is expected to increase at an average annual rate of 3.3 per cent, from R1.3 billion in 2021/22 to R1.4 billion in 2024/25, mainly due to an anticipated increase in management fees, growth in the equities portfolio, and an increase in the number of assets under management.

### Programmes/Objectives/Activities

**Table 8.70 Public Investment Corporation expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
Administration	581.5	599.3	456.6	516.8	-3.9%	48.4%	456.8	467.2	472.8	-2.9%	49.9%
Investments	559.7	599.3	605.3	524.0	-2.2%	51.6%	456.8	467.2	472.8	-3.4%	50.1%
<b>Total</b>	<b>1 141.1</b>	<b>1 198.7</b>	<b>1 061.9</b>	<b>1 040.8</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>913.6</b>	<b>934.3</b>	<b>945.5</b>	<b>-3.2%</b>	<b>100.0%</b>

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

**Table 8.71 Public Investment Corporation statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%) 2018/19 - 2021/22	Average: Expenditure/ Total (%) 2018/19 - 2021/22	Medium-term expenditure estimate			Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/ Total (%) 2021/22 - 2024/25
	2018/19	2019/20	2020/21				2022/23	2023/24	2024/25		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>1 432.3</b>	<b>1 339.0</b>	<b>1 323.3</b>	<b>1 261.0</b>	<b>-4.2%</b>	<b>100.0%</b>	<b>1 327.2</b>	<b>1 362.1</b>	<b>1 391.6</b>	<b>3.3%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	1 210.2	1 130.8	1 119.8	988.4	-6.5%	83.0%	1 044.5	1 066.6	1 082.9	3.1%	78.3%
Other non-tax revenue	222.1	208.3	203.6	272.6	7.1%	17.0%	282.7	295.5	308.7	4.2%	21.7%
<b>Total revenue</b>	<b>1 432.3</b>	<b>1 339.0</b>	<b>1 323.3</b>	<b>1 261.0</b>	<b>-4.2%</b>	<b>100.0%</b>	<b>1 327.2</b>	<b>1 362.1</b>	<b>1 391.6</b>	<b>3.3%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>1 035.0</b>	<b>1 142.5</b>	<b>867.3</b>	<b>940.5</b>	<b>-3.1%</b>	<b>89.5%</b>	<b>759.9</b>	<b>775.4</b>	<b>779.1</b>	<b>-6.1%</b>	<b>84.7%</b>
Compensation of employees	600.6	390.7	496.5	489.6	-6.6%	44.8%	438.1	442.5	446.9	-3.0%	47.4%
Goods and services	410.8	692.6	319.2	399.3	-0.9%	40.6%	271.8	280.6	277.5	-11.4%	31.9%
Depreciation	23.6	59.2	51.6	51.6	29.8%	4.2%	50.0	52.3	54.6	1.9%	5.5%
<b>Transfers and subsidies</b>	<b>106.2</b>	<b>56.2</b>	<b>194.5</b>	<b>100.4</b>	<b>-1.9%</b>	<b>10.5%</b>	<b>153.6</b>	<b>158.9</b>	<b>166.4</b>	<b>18.4%</b>	<b>15.3%</b>
<b>Total expenses</b>	<b>1 141.1</b>	<b>1 198.7</b>	<b>1 061.9</b>	<b>1 040.8</b>	<b>-3.0%</b>	<b>100.0%</b>	<b>913.6</b>	<b>934.3</b>	<b>945.5</b>	<b>-3.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>291.2</b>	<b>140.4</b>	<b>261.4</b>	<b>220.1</b>	<b>-8.9%</b>		<b>413.6</b>	<b>427.8</b>	<b>446.1</b>	<b>26.6%</b>	

Table 8.71 Public Investment 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			2021/22				2018/19 - 2021/22	2022/23	2023/24		
R million	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>367.3</b>	<b>345.3</b>	<b>214.3</b>	<b>150.5</b>	<b>-25.7%</b>	<b>100.0%</b>	<b>182.4</b>	<b>46.1</b>	<b>56.6</b>	<b>-27.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>1 408.3</b>	<b>1 331.0</b>	<b>1 296.6</b>	<b>1 261.0</b>	<b>-3.6%</b>	<b>100.0%</b>	<b>1 327.2</b>	<b>1 362.1</b>	<b>1 391.6</b>	<b>3.3%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	1 210.2	1 130.8	1 119.8	988.4	-6.5%	83.9%	1 044.5	1 066.6	1 082.9	3.1%	78.3%
Other tax receipts	198.1	200.3	176.9	272.6	11.2%	16.1%	282.7	295.5	308.7	4.2%	21.7%
<b>Total receipts</b>	<b>1 408.3</b>	<b>1 331.0</b>	<b>1 296.6</b>	<b>1 261.0</b>	<b>-3.6%</b>	<b>100.0%</b>	<b>1 327.2</b>	<b>1 362.1</b>	<b>1 391.6</b>	<b>3.3%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>886.9</b>	<b>985.7</b>	<b>962.6</b>	<b>1 048.1</b>	<b>5.7%</b>	<b>92.1%</b>	<b>1 079.0</b>	<b>1 246.6</b>	<b>1 261.8</b>	<b>6.4%</b>	<b>94.5%</b>
Compensation of employees	425.4	507.5	496.5	579.2	10.8%	47.6%	503.4	511.9	515.9	-3.8%	43.4%
Goods and services	381.5	477.9	466.0	448.7	5.6%	42.1%	575.3	703.0	719.1	17.0%	49.5%
Interest and rent on land	80.0	0.2	0.0	20.3	-36.7%	2.4%	0.3	31.6	26.8	9.7%	1.6%
<b>Transfers and subsidies</b>	<b>154.1</b>	<b>-</b>	<b>119.7</b>	<b>62.3</b>	<b>-26.0%</b>	<b>7.9%</b>	<b>65.8</b>	<b>69.4</b>	<b>73.2</b>	<b>5.5%</b>	<b>5.5%</b>
<b>Total payments</b>	<b>1 041.0</b>	<b>985.7</b>	<b>1 082.3</b>	<b>1 110.5</b>	<b>2.2%</b>	<b>100.0%</b>	<b>1 144.8</b>	<b>1 316.0</b>	<b>1 335.0</b>	<b>6.3%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(165.1)</b>	<b>(175.4)</b>	<b>(43.8)</b>	<b>(118.7)</b>	<b>-10.4%</b>	<b>100.0%</b>	<b>(492.4)</b>	<b>(494.6)</b>	<b>(429.3)</b>	<b>53.5%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(3.3)	(6.8)	(1.1)	(11.2)	49.9%	4.5%	(10.2)	(4.4)	(4.1)	-28.5%	3.3%
Acquisition of software and other intangible assets	(9.0)	(10.8)	(17.4)	(86.6)	112.4%	31.1%	(13.8)	(86.5)	(95.0)	3.1%	28.8%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	0.1	-	-	-100.0%	-	-	-	-	-	-
Other flows from investing activities	(152.9)	(157.9)	(25.2)	(21.0)	-48.4%	64.5%	(468.4)	(403.7)	(330.2)	150.7%	67.8%
<b>Net cash flow from financing activities</b>	<b>-</b>	<b>(25.3)</b>	<b>(24.6)</b>	<b>19.6</b>	<b>-</b>	<b>-</b>	<b>(33.4)</b>	<b>(33.7)</b>	<b>(34.0)</b>	<b>-220.2%</b>	<b>100.0%</b>
Other flows from financing activities	-	(25.3)	(24.6)	19.6	-	-	(33.4)	(33.7)	(34.0)	-220.2%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>202.2</b>	<b>144.6</b>	<b>145.9</b>	<b>51.3</b>	<b>-36.7%</b>	<b>12.1%</b>	<b>(343.4)</b>	<b>(482.2)</b>	<b>(406.7)</b>	<b>-299.4%</b>	<b>-31.8%</b>
<b>Statement of financial position</b>											
Carrying value of assets	88.3	83.1	93.1	284.9	47.8%	3.8%	433.6	524.5	623.6	29.8%	10.8%
<i>of which:</i>											
<b>Acquisition of assets</b>	<b>(3.3)</b>	<b>(6.8)</b>	<b>(1.1)</b>	<b>(11.2)</b>	<b>49.9%</b>	<b>100.0%</b>	<b>(10.2)</b>	<b>(4.4)</b>	<b>(4.1)</b>	<b>-28.5%</b>	<b>100.0%</b>
Investments	2 454.4	2 572.0	2 901.2	2 526.7	1.0%	72.7%	2 759.5	2 892.9	2 986.7	5.7%	65.8%
Receivables and prepayments	226.8	166.9	135.2	133.0	-16.3%	4.7%	126.8	129.1	130.4	-0.7%	3.1%
Cash and cash equivalents	318.1	463.1	608.5	560.1	20.8%	13.4%	582.5	588.4	688.9	7.1%	14.3%
Taxation	144.0	229.2	169.3	251.1	20.4%	5.5%	255.7	258.3	260.9	1.3%	6.1%
<b>Total assets</b>	<b>3 231.6</b>	<b>3 514.3</b>	<b>3 907.4</b>	<b>3 755.9</b>	<b>5.1%</b>	<b>100.0%</b>	<b>4 158.2</b>	<b>4 393.1</b>	<b>4 690.4</b>	<b>7.7%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	1 842.5	1 905.1	2 410.0	2 203.0	6.1%	57.9%	2 570.7	2 749.9	3 027.0	11.2%	61.9%
Capital and reserves	937.4	947.2	957.0	1 025.9	3.1%	26.9%	1 015.9	1 026.1	1 036.3	0.3%	24.3%
Finance lease	0.1	24.4	30.2	-	-100.0%	0.4%	30.8	31.1	31.4	-	0.5%
Trade and other payables	66.4	325.3	271.2	164.3	35.2%	5.7%	322.6	334.4	346.7	28.3%	6.8%
Taxation	13.0	-	-	-	-100.0%	0.1%	-	-	-	-	-
Provisions	372.1	213.3	139.9	212.8	-17.0%	6.7%	218.2	220.4	222.6	1.5%	5.2%
Derivatives financial instruments	-	99.0	99.0	150.0	-	2.3%	-	31.3	26.5	-43.9%	1.3%
<b>Total equity and liabilities</b>	<b>3 231.6</b>	<b>3 514.3</b>	<b>3 907.4</b>	<b>3 755.9</b>	<b>5.1%</b>	<b>100.0%</b>	<b>4 158.2</b>	<b>4 393.1</b>	<b>4 690.4</b>	<b>7.7%</b>	<b>100.0%</b>

**Personnel information**

**Table 8.72 Public Investment Corporation personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)		
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate									2021/22 - 2024/25			
		2020/21			2021/22			2022/23			2023/24			2024/25						
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				
<b>Public Investment Corporation</b>		<b>385</b>	<b>573</b>	<b>394</b>	<b>496.5</b>	<b>1.3</b>	<b>372</b>	<b>489.6</b>	<b>1.3</b>	<b>385</b>	<b>438.1</b>	<b>1.1</b>	<b>385</b>	<b>442.5</b>	<b>1.1</b>	<b>385</b>	<b>446.9</b>	<b>1.2</b>	<b>-3.0%</b>	<b>100.0%</b>
Salary level																				
1 – 6	13	7	13	8.2	0.6		13	2.3	0.2		13	2.5	0.2		13	2.6	0.2	4.1%	0.5%	
7 – 10	156	226	165	116.0	0.7		151	100.5	0.7		156	97.9	0.6		156	91.6	0.6	-3.0%	21.3%	
11 – 12	60	89	60	65.6	1.1		58	59.9	1.0		60	61.1	1.0		60	61.6	1.0	0.9%	13.2%	
13 – 16	112	207	112	135.7	1.2		107	135.2	1.3		112	127.7	1.1		112	137.6	1.2	1.1%	29.8%	
17 – 22	44	44	44	171.0	3.9		43	191.7	4.5		44	148.9	3.4		44	149.2	3.4	-7.5%	35.2%	

1. Rand million.

**South African Revenue Service**

**Selected performance indicators**

**Table 8.73 South African Revenue Service performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Revenue collected (excluding from customs and excise revenue) per year	Operations and delivery (national)	Priority 2: Economic transformation and job creation	98% (R921.2bn/ R937.4bn)	99% (R974.1bn/ R974.1bn)	102% (R1.17tr/ R1.142tr)	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>
Percentage of revenue collected as agreed with the minister <sup>2</sup>	Operations and delivery (national)		- <sup>3</sup>	- <sup>3</sup>	- <sup>3</sup>	100%	100%	100%	100%
Percentage uptake of personal income tax filing through e-filing per year	Operations and delivery (national)	Priority 1: A capable, ethical and developmental state	55% (2.7m/ 4.9m)	70.3% (16.1m/ 22.9m)	55%	56%	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>
Percentage compliance of personal income tax filing per year	Operations and delivery (national)		61% (13.5m/ 22.1m)	54% (11.9m/ 22.9m)	92%	92%	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>
Percentage improvement in the collection of overdue debt per year	Operations and delivery (national)	Priority 2: Economic transformation and job creation	- <sup>3</sup>	107.9% (R177bn/ R164bn)	30%	20%	- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>
Percentage of taxpayers and traders satisfied with the clarity and certainty of the guidance provided by the revenue service per year	Operations and delivery (national)	Priority 1: A capable, ethical and developmental state	- <sup>3</sup>	- <sup>3</sup>	76% (6 048/ 8 000)	65%	75%	80%	82%
Percentage of standard taxpayers auto assessed by the revenue service per year	Operations and delivery (national)		- <sup>3</sup>	- <sup>3</sup>	84% (R3.6m/ R4.3m)	85%	80%	90%	95%

1. Indicator discontinued.

2. New indicator.

3. No historical data available.

**Entity overview**

In terms of the South African Revenue Service Act (1997), the South African Revenue Service is mandated to collect all revenue due to the state and administer trade to support government in meeting its key developmental objectives for growth. This involves facilitating legitimate trade, protecting South Africa’s ports of entry, and eliminating illegal trade and tax evasion. As its principal contribution to South Africa’s economic and social development, the revenue service’s ongoing focus is on providing government with more than 90 per cent of the revenue it requires to meet its policy and delivery priorities. It aims to do this by modernising its ICT systems to encourage e-filing, improving taxpayers’ experience, monitoring compliance and making tax collection more efficient.

Over the period ahead, the revenue service will focus on improving voluntary compliance by making taxpayers and traders aware of their tax obligations, making it easier and less costly to meet these obligations, and instituting a credible threat of detection and consequences for those who do not comply. R1 billion per year over the medium term is allocated to the entity to achieve these objectives.

Expenditure is expected to increase at an average annual rate of 1.1 per cent, from R11.7 billion in 2021/22 to R12.1 billion in 2024/25. Compensation of employees is the revenue service's main cost driver, accounting for an estimated 66.8 per cent (R24.7 billion) of its spending over the medium term.

Transfers from the department account for a projected 96.5 per cent (R34.3 billion) of the entity's revenue, decreasing at an average annual rate of 0.5 per cent, from R11.3 billion in 2021/22 to R11.1 billion in 2024/25.

### Programmes/Objectives/Activities

**Table 8.74 South African Revenue Service expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	Average: Expenditure/ Total (%)	2022/23	2023/24	2024/25	2021/22 - 2024/25	Average: Expenditure/ Total (%)
Administration	3 304.0	3 117.6	2 941.7	3 730.9	4.1%	29.7%	4 087.9	3 750.1	2 537.4	-12.1%	28.9%
Operations and delivery (national)	270.7	257.4	331.2	304.7	4.0%	2.6%	318.0	332.8	348.7	4.6%	2.7%
Operations and delivery (regional)	2 012.3	2 123.2	3 157.3	3 126.4	15.8%	23.6%	3 262.7	3 413.3	3 573.8	4.6%	27.4%
Operations and delivery (centralised)	2 660.7	2 802.0	1 543.4	1 469.7	-17.9%	19.4%	1 557.8	1 628.6	1 703.9	5.1%	13.0%
Operations and delivery (segments)	305.5	317.0	357.5	380.2	7.6%	3.1%	396.7	415.0	434.4	4.5%	3.3%
Projects	39.3	32.9	7.1	69.0	20.6%	0.3%	–	–	–	-100.0%	0.1%
Office of the Tax Ombud	40.9	40.7	41.3	48.8	6.1%	0.4%	46.5	51.2	53.5	3.2%	0.4%
Design and enabling (segments)	86.3	90.4	40.0	40.6	-22.3%	0.6%	42.3	44.3	46.3	4.5%	0.4%
Design and enabling (enterprise enabling)	2 013.6	1 992.9	2 202.7	2 461.1	6.9%	19.7%	2 681.8	2 957.4	3 301.6	10.3%	23.3%
Design and enabling (production and processes)	59.0	66.6	44.1	55.1	-2.3%	0.5%	57.5	60.1	62.9	4.5%	0.5%
<b>Total</b>	<b>10 792.3</b>	<b>10 840.8</b>	<b>10 666.3</b>	<b>11 686.5</b>	<b>2.7%</b>	<b>100.0%</b>	<b>12 451.3</b>	<b>12 652.8</b>	<b>12 062.5</b>	<b>1.1%</b>	<b>100.0%</b>

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

**Table 8.75 South African Revenue Service statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	Average: Expenditure/ Total (%)	2022/23	2023/24	2024/25	2021/22 - 2024/25	Average: Expenditure/ Total (%)
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>726.2</b>	<b>530.2</b>	<b>1 015.0</b>	<b>524.5</b>	<b>-10.3%</b>	<b>6.4%</b>	<b>389.2</b>	<b>360.5</b>	<b>364.1</b>	<b>-11.5%</b>	<b>3.5%</b>
Sale of goods and services other than capital assets	547.8	448.5	970.1	353.4	-13.6%	5.3%	356.9	360.5	364.1	1.0%	3.0%
Other non-tax revenue	178.4	81.7	44.9	171.1	-1.4%	1.1%	32.3	–	–	-100.0%	0.4%
<b>Transfers received</b>	<b>9 984.5</b>	<b>9 529.0</b>	<b>10 271.9</b>	<b>11 295.2</b>	<b>4.2%</b>	<b>93.6%</b>	<b>11 527.8</b>	<b>11 657.6</b>	<b>11 136.2</b>	<b>-0.5%</b>	<b>96.5%</b>
<b>Total revenue</b>	<b>10 710.6</b>	<b>10 059.3</b>	<b>11 286.8</b>	<b>11 819.6</b>	<b>3.3%</b>	<b>100.0%</b>	<b>11 916.9</b>	<b>12 018.1</b>	<b>11 500.3</b>	<b>-0.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>10 792.3</b>	<b>10 840.8</b>	<b>10 666.3</b>	<b>11 686.5</b>	<b>2.7%</b>	<b>100.0%</b>	<b>12 451.3</b>	<b>12 652.8</b>	<b>12 062.5</b>	<b>1.1%</b>	<b>100.0%</b>
Compensation of employees	7 361.8	7 446.8	7 623.5	7 997.7	2.8%	69.2%	8 558.0	8 514.4	7 577.7	-1.8%	66.8%
Goods and services	2 821.6	2 842.9	2 792.2	2 928.1	1.2%	25.9%	3 165.2	3 503.6	3 922.6	10.2%	27.7%
Depreciation	607.3	552.4	250.5	760.6	7.8%	4.9%	728.1	634.8	562.2	-9.6%	5.5%
Interest, dividends and rent on land	1.6	(1.3)	0.0	–	-100.0%	–	–	–	–	–	–
<b>Total expenses</b>	<b>10 792.3</b>	<b>10 840.8</b>	<b>10 666.3</b>	<b>11 686.5</b>	<b>2.7%</b>	<b>100.0%</b>	<b>12 451.3</b>	<b>12 652.8</b>	<b>12 062.5</b>	<b>1.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(81.7)</b>	<b>(781.6)</b>	<b>620.5</b>	<b>133.2</b>	<b>-217.7%</b>		<b>(534.3)</b>	<b>(634.8)</b>	<b>(562.2)</b>	<b>-261.6%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(657.7)</b>	<b>(342.6)</b>	<b>830.1</b>	<b>605.6</b>	<b>-197.3%</b>	<b>100.0%</b>	<b>264.9</b>	<b>101.5</b>	<b>128.8</b>	<b>-40.3%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>706.8</b>	<b>448.9</b>	<b>416.2</b>	<b>402.4</b>	<b>-17.1%</b>	<b>4.8%</b>	<b>389.2</b>	<b>360.5</b>	<b>364.1</b>	<b>-3.3%</b>	<b>3.2%</b>
Sales of goods and services other than capital assets	533.2	371.2	373.0	353.4	-12.8%	3.9%	356.9	360.5	364.1	1.0%	3.0%
Other sales	533.2	371.2	373.0	353.4	-12.8%	3.9%	356.9	360.5	364.1	1.0%	3.0%
Other tax receipts	173.5	77.7	43.2	49.0	-34.4%	0.8%	32.3	–	–	-100.0%	0.2%
<b>Transfers received</b>	<b>9 007.2</b>	<b>9 529.0</b>	<b>10 271.9</b>	<b>11 295.2</b>	<b>7.8%</b>	<b>95.2%</b>	<b>11 527.8</b>	<b>11 657.6</b>	<b>11 136.2</b>	<b>-0.5%</b>	<b>96.8%</b>
<b>Total receipts</b>	<b>9 714.0</b>	<b>9 978.0</b>	<b>10 688.1</b>	<b>11 697.5</b>	<b>6.4%</b>	<b>100.0%</b>	<b>11 916.9</b>	<b>12 018.1</b>	<b>11 500.3</b>	<b>-0.6%</b>	<b>100.0%</b>

**Table 8.75 South African Revenue Service 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 (%)
	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25			
<b>Payment</b>	<b>10 371.7</b>	<b>10 320.5</b>	<b>9 858.1</b>	<b>11 092.0</b>	<b>2.3%</b>	<b>100.0%</b>	<b>11 652.0</b>	<b>11 916.5</b>	<b>11 371.5</b>	<b>0.8%</b>	<b>100.0%</b>	
Current payments												
Compensation of employees	7 660.5	7 675.3	7 378.9	8 232.0	2.4%	74.3%	8 558.0	8 514.4	7 577.7	-2.7%	71.4%	
Goods and services	2 709.6	2 646.5	2 477.9	2 860.0	1.8%	25.7%	3 094.1	3 402.1	3 793.8	9.9%	28.6%	
Interest and rent on land	1.6	(1.3)	1.3	-	-100.0%	-	-	-	-	-	-	
<b>Total payments</b>	<b>10 371.7</b>	<b>10 320.5</b>	<b>9 858.1</b>	<b>11 092.0</b>	<b>2.3%</b>	<b>100.0%</b>	<b>11 652.0</b>	<b>11 916.5</b>	<b>11 371.5</b>	<b>0.8%</b>	<b>100.0%</b>	
<b>Net cash flow from investing activities</b>	<b>(725.7)</b>	<b>(324.8)</b>	<b>(567.9)</b>	<b>(893.8)</b>	<b>7.2%</b>	<b>100.0%</b>	<b>(193.8)</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	
Acquisition of property, plant, equipment and intangible assets	(419.9)	(92.8)	(374.3)	(494.6)	5.6%	51.9%	(193.8)	-	-	-100.0%	-	
Acquisition of software and other intangible assets	(306.3)	(233.2)	(194.6)	(399.2)	9.2%	48.2%	-	-	-	-100.0%	-	
Proceeds from the sale of property, plant, equipment and intangible assets	0.5	1.2	1.0	-	-100.0%	-0.2%	-	-	-	-	-	
<b>Net cash flow from financing activities</b>	<b>3.4</b>	<b>7.4</b>	<b>7.1</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Borrowing activities	20.0	20.0	12.6	-	-100.0%	-	-	-	-	-	-	
Repayment of finance leases	(16.6)	(12.6)	(5.5)	-	-100.0%	-	-	-	-	-	-	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(1 379.9)</b>	<b>(660.0)</b>	<b>269.3</b>	<b>(288.3)</b>	<b>-40.7%</b>	<b>-4.7%</b>	<b>71.1</b>	<b>101.5</b>	<b>128.8</b>	<b>-176.4%</b>	<b>-</b>	
<b>Statement of financial position</b>												
Carrying value of assets of which:	3 765.3	3 352.3	4 214.4	4 347.6	4.9%	79.7%	3 813.3	3 178.5	2 616.3	-15.6%	78.2%	
Acquisition of assets	(419.9)	(92.8)	(374.3)	(494.6)	5.6%	100.0%	(193.8)	-	-	-100.0%	-	
Inventory	27.8	21.5	26.9	31.6	4.3%	0.5%	32.6	34.6	36.6	5.0%	0.8%	
Loans	28.5	11.7	-	-	-100.0%	0.2%	-	-	-	-	-	
Receivables and prepayments	299.0	268.0	326.2	327.6	3.1%	6.2%	363.1	365.1	333.1	0.6%	8.0%	
Cash and cash equivalents	1 096.7	436.7	706.0	417.8	-27.5%	13.3%	488.9	590.4	719.2	19.9%	13.0%	
<b>Total assets</b>	<b>5 217.2</b>	<b>4 090.2</b>	<b>5 273.5</b>	<b>5 124.6</b>	<b>-0.6%</b>	<b>100.0%</b>	<b>4 697.8</b>	<b>4 168.6</b>	<b>3 705.2</b>	<b>-10.2%</b>	<b>100.0%</b>	
Accumulated surplus/(deficit)	3 512.9	2 731.4	3 351.9	3 363.0	-1.4%	65.8%	2 828.7	2 193.9	1 631.7	-21.4%	55.6%	
Capital and reserves	368.8	300.0	369.6	371.0	0.2%	7.2%	402.1	415.0	416.7	3.9%	9.3%	
Finance lease	14.0	4.4	0.1	-	-100.0%	0.1%	-	-	-	-	-	
Deferred income	0.1	0.1	0.1	0.1	-1.6%	-	0.1	0.1	0.1	-	-	
Trade and other payables	708.2	611.3	965.7	1 009.8	12.6%	16.6%	1 049.3	1 139.4	1 264.3	7.8%	25.9%	
Provisions	613.1	443.0	586.1	380.6	-14.7%	10.3%	417.7	420.1	392.4	1.0%	9.2%	
<b>Total equity and liabilities</b>	<b>5 217.2</b>	<b>4 090.2</b>	<b>5 273.5</b>	<b>5 124.6</b>	<b>-0.6%</b>	<b>100.0%</b>	<b>4 697.8</b>	<b>4 168.6</b>	<b>3 705.2</b>	<b>-10.2%</b>	<b>100.0%</b>	

**Personnel information**

**Table 8.76 South African Revenue Service personnel numbers and cost by salary level**

South African Revenue Service Salary level	Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)			
	Number of funded posts	Number of posts on approved establishment	Actual				Revised estimate				Medium-term expenditure estimate								
			2020/21		2021/22		2022/23		2023/24		2024/25		2021/22 - 2024/25						
			Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost							
13 193	13 193	12 390	7 623.5	0.6	12 993	7 997.7	0.6	13 193	8 558.0	0.6	13 193	8 514.4	0.6	13 193	7 577.7	0.6	-1.8%	100.0%	
1-6	1 030	1 030	834	123.6	0.1	930	147.4	0.2	1 030	157.7	0.2	1 030	156.9	0.2	1 030	139.7	0.1	-1.8%	1.8%
7-10	7 926	7 926	7 768	3 382.7	0.4	7 926	3 413.4	0.4	7 926	3 652.5	0.5	7 926	3 633.9	0.5	7 926	3 234.1	0.4	-1.8%	42.7%
11-12	2 407	2 407	2 182	1 868.6	0.9	2 357	1 990.7	0.8	2 407	2 130.2	0.9	2 407	2 119.3	0.9	2 407	1 886.1	0.8	-1.8%	24.9%
13-16	1 793	1 793	1 569	2 134.4	1.4	1 743	2 333.6	1.3	1 793	2 497.1	1.4	1 793	2 484.4	1.4	1 793	2 211.0	1.2	-1.8%	29.2%
17-22	37	37	37	114.2	3.1	37	112.6	3.0	37	120.5	3.3	37	119.9	3.2	37	106.7	2.9	-1.8%	1.4%

1. Rand million.

## South African Special Risks Insurance Association

### Selected performance indicators

**Table 8.77 South African Special Risks Insurance Association performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Value of gross written premium per year	Sustainable revenue growth: Maintain sustainable underwriting profit	Priority 2: Economic transformation and job creation	R1.9bn	R2.4bn	R2bn	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>
Percentage growth of gross written premium income per year compared to previous year	Sustainable revenue growth: Maintain sustainable underwriting profit		– <sup>2</sup>	– <sup>2</sup>	– <sup>2</sup>	10%	10%	10%	10%
Value of net underwriting profit per year	Sustainable revenue growth: Maintain sustainable underwriting profit		R525.8m	R525.8m	R569.4m	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>
Percentage of all fast-tracked claims to be settled within 30 days from the date of submission per year	Customer-centricity: Deliver value-add to the customer	Priority 1: A capable, ethical and developmental state	71.1% (3 869/ 5 443)	90% (1 605/ 1 783)	90% (2 064/ 2 282)	90%	90%	90%	90%
Percentage of large loss claims finalised per year within 60 days	Customer-centricity: Deliver value-add to the customer		85.6% (4 659/ 5 443)	70% (670/ 957)	83% (263/ 317)	70%	70%	70%	70%
Average number of days taken per year to process claims less than R250 000	Customer-centricity: Deliver value-add to the customer	Priority 2: Economic transformation and job creation	30	30	30	25	25	25	25
Average number of days taken per year to process claims	Customer-centricity: Deliver value-add to the customer		70	25	30	50	50	50	50

1. Indicator discontinued.

2. No historical data available.

### Entity overview

The South African Special Risks Insurance Association was established in 1979 and was registered in terms of section 21 of the Companies Act (1973). In line with the amendments to the South African Special Risks Insurance Association Act (1998) and the Companies Act (2008), government is the sole shareholder. The association is mandated to support the insurance industry by providing cover for special risks such as riots, strikes, political unrest, terrorist attacks, civil commotion, public disorder and labour disturbances.

Over the medium term, the association will focus on improving its financial performance and revising its reinsurance structure, where 40 per cent of the insurance business is ceded to reinsurers with catastrophe cover of R10 billion in years 1 and 2.

Expenditure is expected to decrease at an average annual rate of 43.2 per cent, from R27 billion in 2021/22 to R5 billion in 2024/25. This is mainly due to additional funding of R14.9 billion from government in 2021/22 to assist the association in covering the cost of claims related to the public unrest in July 2021. Spending on compensation of employees is expected to increase at an average annual rate of 12.3 per cent, from R128.3 million in 2021/22 to R181.5 million in 2024/25, mainly driven by the association's need to develop its skills base to reduce its reliance on consultants. Accordingly, the number of personnel is expected to increase from 158 in 2021/22 to 187 in 2024/25.

The association expects to derive 95.7 per cent (R18 billion) of its revenue over the MTEF period from client premiums. Revenue is expected to increase at an average annual rate of 8.1 per cent, from R4.8 billion in 2021/22 to R6.1 billion in 2024/25.

**Programmes/Objectives/Activities****Table 8.78 South African Special Risks Insurance Association expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25
Administration	351.5	776.3	1 321.4	1 503.4	62.3%	28.6%	3 186.2	3 240.0	1 809.5	6.4%	42.3%
Sustainability revenue growth	319.8	347.3	408.4	475.4	14.1%	12.1%	606.6	686.8	754.2	16.6%	10.6%
Sustainable revenue growth: Maintain sustainable underwriting profit	1 760.8	1 223.8	–	–	-100.0%	30.6%	–	–	0.0	–	–
Sustainability: Sustainable growth	8.3	5.2	5.3	8.7	1.6%	0.2%	9.3	10.0	10.5	6.2%	0.2%
Customer-centricity: Deliver value-added services to customers	11.9	13.6	12.2	20.2	19.3%	0.4%	21.4	23.0	24.1	6.2%	0.4%
Socio economic impact: Capacity building in the financial sector	13.3	16.8	18.1	21.1	16.6%	0.5%	22.3	23.7	24.9	5.7%	0.4%
Digitisation: Distribution capability	7.3	3.5	9.4	14.1	24.5%	0.2%	17.5	18.3	19.1	10.7%	0.3%
Regulatory environment: Proactively manage compliance	0.0	0.0	–	–	-100.0%	–	–	–	–	–	–
Sustainability: Capital efficiency	–	–	351.7	24 988.2	–	27.2%	991.2	1 271.0	2 322.3	-54.7%	45.9%
<b>Total</b>	<b>2 472.9</b>	<b>2 386.5</b>	<b>2 126.6</b>	<b>27 031.0</b>	<b>121.9%</b>	<b>100.0%</b>	<b>4 854.4</b>	<b>5 272.6</b>	<b>4 964.6</b>	<b>-43.2%</b>	<b>100.0%</b>

**Statements of financial performance, cash flow and financial position****Table 8.79 South African Special Risks Insurance Association statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2021/22	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2018/19	2019/20	2020/21		2018/19 - 2021/22	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25
<b>Revenue</b>	<b>2 471.5</b>	<b>2 719.3</b>	<b>3 629.2</b>	<b>4 013.3</b>	<b>17.5%</b>	<b>95.7%</b>	<b>5 618.1</b>	<b>6 227.2</b>	<b>6 123.1</b>	<b>15.1%</b>	<b>95.7%</b>
Sale of goods and services other than capital assets	2 200.5	2 462.7	2 823.0	3 650.9	18.4%	83.2%	5 307.1	5 879.3	5 702.9	16.0%	89.3%
Other non-tax revenue	271.1	256.6	806.2	362.4	10.2%	12.5%	311.0	347.9	420.2	5.1%	6.4%
Transfers received	–	–	–	836.5	–	4.3%	–	–	–	-100.0%	4.3%
<b>Total revenue</b>	<b>2 471.5</b>	<b>2 719.3</b>	<b>3 629.2</b>	<b>4 849.7</b>	<b>25.2%</b>	<b>100.0%</b>	<b>5 618.1</b>	<b>6 227.2</b>	<b>6 123.1</b>	<b>8.1%</b>	<b>100.0%</b>
<b>Expenses</b>	<b>2 544.1</b>	<b>2 118.6</b>	<b>1 588.0</b>	<b>27 031.0</b>	<b>119.8%</b>	<b>91.6%</b>	<b>4 854.4</b>	<b>5 272.6</b>	<b>4 964.6</b>	<b>-43.2%</b>	<b>100.0%</b>
Current expenses	2 544.1	2 118.6	1 588.0	27 031.0	119.8%	91.6%	4 854.4	5 272.6	4 964.6	-43.2%	100.0%
Compensation of employees	79.8	113.2	123.9	128.3	17.2%	3.6%	160.7	172.9	181.5	12.3%	2.7%
Goods and services	2 459.4	1 990.3	1 443.8	26 880.9	121.9%	87.5%	4 667.7	5 072.5	4 754.6	-43.9%	96.9%
Depreciation	4.9	15.2	20.4	21.8	64.8%	0.5%	26.1	27.3	28.5	9.3%	0.4%
Transfers and subsidies	(71.1)	267.9	538.6	–	-100.0%	8.4%	–	–	–	–	–
<b>Total expenses</b>	<b>2 472.9</b>	<b>2 386.5</b>	<b>2 126.6</b>	<b>27 031.0</b>	<b>121.9%</b>	<b>100.0%</b>	<b>4 854.4</b>	<b>5 272.6</b>	<b>4 964.6</b>	<b>-43.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(1.4)</b>	<b>332.8</b>	<b>1 502.6</b>	<b>(22 181.3)</b>	<b>2 411.6%</b>		<b>763.6</b>	<b>954.6</b>	<b>1 158.5</b>	<b>-137.4%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>578.5</b>	<b>868.7</b>	<b>844.7</b>	<b>(15 087.2)</b>	<b>-396.6%</b>	<b>100.0%</b>	<b>(7 415.7)</b>	<b>1 086.5</b>	<b>2 079.3</b>	<b>-151.7%</b>	<b>100.0%</b>
<b>Receipts</b>	<b>2 692.1</b>	<b>3 138.6</b>	<b>3 240.6</b>	<b>3 798.7</b>	<b>12.2%</b>	<b>100.0%</b>	<b>5 623.5</b>	<b>6 189.0</b>	<b>5 912.1</b>	<b>15.9%</b>	<b>100.0%</b>
Non-tax receipts	2 692.1	3 138.6	3 240.6	3 798.7	12.2%	100.0%	5 623.5	6 189.0	5 912.1	15.9%	100.0%
Sales of goods and services other than capital assets	2 179.5	2 456.1	2 801.5	3 436.3	16.4%	84.0%	5 312.5	5 841.0	5 491.9	16.9%	93.1%
Other tax receipts	512.5	682.4	439.1	362.4	-10.9%	16.0%	311.0	347.9	420.2	5.1%	6.9%
Financial transactions in assets and liabilities	0.2	0.6	0.3	0.0	-70.0%	–	–	–	–	-100.0%	–
<b>Total receipts</b>	<b>2 692.3</b>	<b>3 139.2</b>	<b>3 240.9</b>	<b>3 798.7</b>	<b>12.2%</b>	<b>100.0%</b>	<b>5 623.5</b>	<b>6 189.0</b>	<b>5 912.1</b>	<b>15.9%</b>	<b>100.0%</b>
<b>Payment</b>	<b>2 063.2</b>	<b>2 102.2</b>	<b>1 934.0</b>	<b>18 735.4</b>	<b>108.6%</b>	<b>92.5%</b>	<b>13 036.8</b>	<b>5 099.9</b>	<b>3 830.1</b>	<b>-41.1%</b>	<b>99.8%</b>
Current payments	2 063.2	2 102.2	1 934.0	18 735.4	108.6%	92.5%	13 036.8	5 099.9	3 830.1	-41.1%	99.8%
Compensation of employees	91.6	95.5	126.7	127.5	11.7%	3.6%	162.0	170.6	180.2	12.2%	2.5%
Goods and services	1 971.7	2 006.6	1 807.4	18 607.9	111.3%	88.9%	12 874.8	4 929.3	3 649.9	-41.9%	97.3%
Transfers and subsidies	50.5	168.3	462.1	150.4	43.9%	7.5%	2.4	2.5	2.6	-74.0%	0.2%
<b>Total payments</b>	<b>2 113.7</b>	<b>2 270.5</b>	<b>2 396.2</b>	<b>18 885.8</b>	<b>107.5%</b>	<b>100.0%</b>	<b>13 039.2</b>	<b>5 102.4</b>	<b>3 832.8</b>	<b>-41.2%</b>	<b>100.0%</b>

**Table 8.79 South African Special Risks Insurance Association 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 (%)
	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		
<b>Net cash flow from investing activities</b>	<b>1 642.9</b>	<b>(772.0)</b>	<b>(1 726.3)</b>	<b>5 492.9</b>	<b>49.5%</b>	<b>100.0%</b>	<b>(757.5)</b>	<b>(81.9)</b>	<b>(65.2)</b>	<b>-122.8%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	–	(7.5)	(1.0)	(1.5)	–	0.3%	(8.0)	(3.0)	(1.1)	-11.4%	1.6%
Acquisition of software and other intangible assets	(1.6)	(22.2)	(40.0)	(9.4)	79.7%	1.2%	(68.8)	(26.0)	(9.1)	-1.1%	13.7%
Proceeds from the sale of property, plant, equipment and intangible assets	(1.5)	–	0.2	–	-100.0%	–	–	–	–	–	–
Other flows from investing activities	1 646.1	(742.3)	(1 685.5)	5 503.9	49.5%	98.5%	(680.7)	(52.8)	(55.0)	-121.5%	84.7%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>(7.2)</b>	<b>(109.1)</b>	<b>14 900.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>
Repayment of finance leases	–	(7.2)	(6.7)	–	–	–	–	–	–	–	–
Other flows from financing activities	–	–	(102.3)	14 900.0	–	–	–	–	–	-100.0%	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>2 221.5</b>	<b>89.5</b>	<b>(990.6)</b>	<b>5 305.8</b>	<b>33.7%</b>	<b>16.7%</b>	<b>(8 173.2)</b>	<b>1 004.7</b>	<b>2 014.1</b>	<b>-27.6%</b>	<b>-22.3%</b>
Statement of financial position											
Carrying value of assets	76.8	189.9	204.4	224.7	43.0%	1.7%	337.3	359.1	365.0	17.6%	5.2%
<i>of which:</i>											
Acquisition of assets	–	(7.5)	(1.0)	(1.5)	–	–	(8.0)	(3.0)	(1.1)	-11.4%	100.0%
Investments	3 842.1	4 190.4	6 252.5	748.6	-42.0%	40.0%	1 429.3	1 482.2	1 537.2	27.1%	21.3%
Receivables and prepayments	328.3	258.0	330.4	3 031.7	109.8%	8.2%	1 566.3	1 730.5	929.5	-32.6%	25.2%
Cash and cash equivalents	4 162.2	4 251.7	3 261.1	8 566.9	27.2%	48.4%	393.6	1 398.3	3 412.4	-26.4%	36.5%
Taxation	63.3	30.8	–	776.7	130.6%	1.7%	776.7	776.7	776.7	–	11.9%
<b>Total assets</b>	<b>8 472.8</b>	<b>8 920.9</b>	<b>10 048.4</b>	<b>13 348.5</b>	<b>16.4%</b>	<b>100.0%</b>	<b>4 503.3</b>	<b>5 746.8</b>	<b>7 020.8</b>	<b>-19.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	6 625.4	6 958.2	8 358.4	(13 822.9)	-227.8%	34.0%	(13 059.2)	(12 104.6)	(10 946.1)	-7.5%	-190.0%
Capital reserve fund	–	–	–	14 900.0	–	27.9%	14 900.0	14 900.0	14 900.0	–	228.5%
Finance lease	–	20.1	13.4	13.4	–	0.1%	13.4	13.4	13.4	–	0.2%
Deferred income	8.9	10.2	11.0	49.8	77.9%	0.2%	147.9	160.3	10.6	-40.3%	1.6%
Trade and other payables	73.2	64.4	112.5	162.4	30.4%	1.0%	207.1	219.2	233.7	12.9%	3.2%
Taxation	70.1	139.5	207.9	–	-100.0%	1.1%	–	–	–	–	–
Provisions	1 695.2	1 728.5	1 345.2	12 045.8	92.3%	35.8%	2 294.1	2 558.5	2 809.3	-38.4%	56.4%
<b>Total equity and liabilities</b>	<b>8 472.8</b>	<b>8 920.9</b>	<b>10 048.4</b>	<b>13 348.5</b>	<b>16.4%</b>	<b>100.0%</b>	<b>4 503.3</b>	<b>5 746.8</b>	<b>7 020.8</b>	<b>-19.3%</b>	<b>100.0%</b>

**Personnel information****Table 8.80 South African Special Risks Insurance Association personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2022		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment														Average growth rate of personnel posts (%)	Average: Salary level/ Total (%)		
Number of funded posts	Number of posts on approved establishment	Actual		Revised estimate			Medium-term expenditure estimate						2021/22 - 2024/25						
		2020/21		2021/22			2022/23		2023/24		2024/25								
South African Special Risks Insurance Association		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	145	145	139	123.9	0.9	158	128.3	0.8	159	160.7	1.0	177	172.9	1.0	187	181.5	1.0	12.3%	100.0%
1 – 6	18	18	21	4.4	0.2	18	3.5	0.2	18	4.4	0.2	18	5.6	0.3	18	5.6	0.3	17.3%	2.9%
7 – 10	70	70	61	34.0	0.6	74	46.3	0.6	74	59.1	0.8	89	61.8	0.7	94	63.3	0.7	11.0%	35.9%
11 – 12	31	31	30	32.1	1.1	36	24.0	0.7	36	31.6	0.9	39	34.4	0.9	44	38.7	0.9	17.2%	19.9%
13 – 16	20	20	21	31.9	1.5	22	31.3	1.4	23	42.7	1.9	23	46.9	2.0	23	48.6	2.1	15.8%	26.2%
17 – 22	6	6	6	21.5	3.6	8	23.3	2.9	8	22.9	2.9	8	24.1	3.0	8	25.3	3.2	2.9%	15.1%

1. Rand million.

