

# Vote 11

## South African Management Development Institute

To be appropriated by Vote	R19 413 000
Statutory appropriations	-
Responsible Minister	Minister for Public Service and Administration
Administering Department	South African Management Development Institute
Accounting Officer	Director-General of the South African Management Development Institute

### Aim

*The aim of the South African Management Development Institute (Samdi) is to provide practical and customer-driven organisation developmental interventions that lead to improved performance and service delivery in the public sector.*

### Key objectives and programmes

Creating a “new public service management” that is committed to “service to the people” requires the reskilling and training of the public service to ensure that appropriate skills and capacity are directed towards service delivery. Samdi is the key agent driving training and development in the public service. It works closely with the Department of Public Service and Administration in this regard.

The Department’s key objectives are to:

- Facilitate the building of a learning, innovative and accountable public sector
- Work towards the ultimate self-sustainability of Samdi through the implementation of a realistic cost-recovery strategy in the next three to five years
- Provide effective training, development and coordination of public service trainers in pursuance of needs-driven and value-adding training and development
- Promote effective and efficient service delivery through:
  - Leadership and management training and development
  - Organisational development interventions and in-service training
  - Transformation and change management interventions
  - Building capacity in Samdi to deliver on Government’s priorities

The Department’s aims are met through three programmes. They are to provide for the overall management of Samdi; to promote public sector organisational and staff development; and to deliver auxiliary and associated services to the Department.

### Strategic overview and key policy developments: 1997/98 – 2003/04

Samdi develops and offers practical training courses to public service employees. Recent years have seen significant changes to the structure and mandate of the Institute. Almost all training courses, except provisioning administration, were suspended at the end of 1998. Samdi then functioned as an integral part of the Department of Public Service and Administration. Following a directive from Cabinet and the Minister for Public Service and Administration, the appointed

Director-General was tasked with the development and implementation of a turnaround strategy for Samdi. This strategy would aim to transform Samdi into an effective organisation responsible for management development and training throughout the public service. As part of this strategy, Samdi would charge for some of its services and recover an increasing proportion of its costs.

The new-look Samdi is a key agent for reskilling the public service to facilitate transformation towards a professional and competent public service that is able to deliver better services. Its training and development programmes are focused on:

- Planning and work organisation, targeted towards transferring knowledge, skills, tools and techniques for better service delivery
- Human resource management as outlined in the new Public Service Regulations and by the South African Qualifications Authority
- Labour relations aimed at ensuring the correct and fair application of labour legislation
- Information technology and management to provide hands-on techniques to facilitate training on information systems and applications
- Equality and equity training to address issues of gender, disability, race, ethnicity, age and sexuality to ensure the creation of more equitable environments
- Provisioning management and administration, to ensure effective provisioning services

## Expenditure estimates

Table 11.1: South African Management Development Institute

Programme	Expenditure outcome					Medium-term expenditure estimate		
	Audited 1997/98	Audited 1998/99	Preliminary outcome 1999/00	Adjusted appropriation 2000/01	Revised estimate	2001/02	2002/03	2003/04
R thousand								
Administration	6 326	6 461	4 313	6 772	6 772	6 287	6 878	7 233
Public sector organisational and staff development	5 521	18 124	10 009	11 553	10 957	11 848	12 637	13 292
Auxiliary and associated services	127	2	155	1 366	1 366	1 278	833	772
<b>Total</b>	<b>11 974</b>	<b>24 587</b>	<b>14 477</b>	<b>19 691</b>	<b>19 095</b>	<b>19 413</b>	<b>20 348</b>	<b>21 297</b>
Change to 2000 Budget Estimate				1 310	714	249	347	

### Economic classification

<b>Current</b>	<b>11 626</b>	<b>23 763</b>	<b>13 082</b>	<b>17 468</b>	<b>16 872</b>	<b>17 737</b>	<b>19 097</b>	<b>20 087</b>
Personnel	8 793	9 802	8 539	12 276	11 680	13 097	14 181	14 950
Transfer payments	-	-	-	-	-	-	-	-
Other	2 833	13 961	4 543	5 192	5 192	4 640	4 916	5 137
<b>Capital</b>	<b>348</b>	<b>824</b>	<b>1 395</b>	<b>2 223</b>	<b>2 223</b>	<b>1 676</b>	<b>1 251</b>	<b>1 210</b>
Transfer payments	-	-	-	-	-	-	-	-
Acquisition of capital assets	348	824	1 395	2 223	2 223	1 676	1 251	1 210
<b>Total</b>	<b>11 974</b>	<b>24 587</b>	<b>14 477</b>	<b>19 691</b>	<b>19 095</b>	<b>19 413</b>	<b>20 348</b>	<b>21 297</b>

### Standard items of expenditure

Personnel	8 793	9 802	8 539	12 276	11 735	13 265	14 360	15 137
Administrative	1 095	1 082	1 629	1 847	1 847	1 844	1 943	2 030
Inventories	365	189	665	653	653	653	696	728
Equipment	722	1 201	1 797	2 663	2 663	2 116	1 734	1 714
Land and buildings	-	-	-	-	-	-	-	-
Professional and special services	898	1 203	1 715	2 089	2 089	1 535	1 615	1 688
Transfer payments	-	-	-	-	-	-	-	-
Miscellaneous	101	11 110	132	163	108	-	-	-
<b>Total</b>	<b>11 974</b>	<b>24 587</b>	<b>14 477</b>	<b>19 691</b>	<b>19 095</b>	<b>19 413</b>	<b>20 348</b>	<b>21 297</b>

## Expenditure trends

Spending on Samdi declined from R24,6 million in 1998/99 to R14,5 million in 1999/00. The decline reflects the suspension of Samdi's training programmes and the incorporation of the Institute into the Department of Public Service and Administration. The budget for 2000/01 rises by 36 per cent over 1999/00, as Samdi is once again a separate Vote and has its own management team.

Medium-term expenditure estimates grow marginally by an average of 2,6 per cent between 2000/01 and 2003/04. Slow growth takes account of Samdi's intention to recover an increasing proportion of its operating costs by charging for its services. Personnel spending increases by an average of 6,8 per cent a year between 2000/01 and 2003/04. Personnel costs dominate the Vote over the medium term, as the organisation is building internal capacity to provide quality training that departments will pay to undertake. Samdi also intends to provide more management-oriented courses than in the past. Its focus on management training requires the organisation to recruit an appropriately trained and skilled staff complement.

## Programme 1: Administration

The aim of the programme is to conduct the overall management of Samdi and provide for the policy formulation and management responsibilities of the Minister, Director-General and other members of the Institute's management. Other functions include organising the Department; rendering centralised administrative, legal, and office support services; managing departmental personnel and financial administration; determining working methods and procedures; and exercising control.

Table 11.2: Administration

Subprogramme	Expenditure outcome				Medium-term expenditure estimate		
	Audited 1997/98	Audited 1998/99	Preliminary outcome 1999/00	Adjusted appropriation 2000/01	2001/02	2002/03	2003/04
R thousand							
Minister <sup>1</sup>	-	-	-	-	-	-	-
Management	481	585	324	971	979	1 090	1 154
Corporate services	5 845	5 876	3 989	5 801	5 308	5 788	6 079
<b>Total</b>	<b>6 326</b>	<b>6 461</b>	<b>4 313</b>	<b>6 772</b>	<b>6 287</b>	<b>6 878</b>	<b>7 233</b>
Change to 2000 Budget Estimate				1 116	89	1 44	-
<i>1 Minister for the Public Service and Administration; salary provided on Public Service and Administration Vote</i>							
<b>Economic classification</b>							
<b>Current</b>	<b>6 103</b>	<b>5 724</b>	<b>3 959</b>	<b>5 908</b>	<b>5 882</b>	<b>6 453</b>	<b>6 788</b>
Personnel	4 027	4 223	2 479	3 567	4 094	4 505	4 753
Transfer payments	-	-	-	-	-	-	-
Other current	2 076	1 501	1 480	2 341	1 788	1 948	2 035
<b>Capital</b>	<b>223</b>	<b>737</b>	<b>354</b>	<b>864</b>	<b>405</b>	<b>425</b>	<b>445</b>
Transfer payments	-	-	-	-	-	-	-
Acquisition of capital assets	223	737	354	864	405	425	445
<b>Total</b>	<b>6 326</b>	<b>6 461</b>	<b>4 313</b>	<b>6 772</b>	<b>6 287</b>	<b>6 878</b>	<b>7 233</b>

Standard items of expenditure							
Personnel	4 027	4 223	2 479	3 567	4 147	4 564	4 815
Administrative	633	405	433	534	534	580	606
Inventories	364	184	411	335	335	365	381
Equipment	597	1 114	427	989	-	580	606
Land and building	-	-	-	-	-	-	-
Professional and special services	648	470	528	1 295	741	789	825
Transfer payments	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
Civil Pensions	57	65	35	52	-	-	-
Stabilisation Fund							
<b>Total</b>	<b>6 326</b>	<b>6 461</b>	<b>4 313</b>	<b>6 772</b>	<b>6 287</b>	<b>6 878</b>	<b>7 233</b>

## Policy developments

A key priority for Samdi is to improve its own internal capacity to deliver on its new mandate. This requires a new focus for the organisation and a new type of employee with different qualities and competencies. To achieve this objective, the *Administration* programme is tasked with developing and implementing an appropriate human resource strategy. Sound internal financial systems and an improved information technology infrastructure are similarly important. As part of the broader public service reforms, Samdi is implementing the new Public Service Regulations, the Public Finance Management Act and related measures, such as a performance management system and staff development initiatives.

## Programme 2: Public sector organisational and staff development

The aim of the programme is to provide to the public sector customer-driven organisational development interventions that lead to improved performance and service delivery. The programme is focused on:

- Developing annual customer-driven competency-based training in line with the requirements of the South African Qualifications Authority and the National Qualifications Framework
- Coordinating a full range of organisational development interventions to improve service delivery
- Conducting ongoing applied research to support organisational development interventions, according to valid and reliable criteria
- Undertaking customer-based consultation to enhance organisational performance and service delivery

Table 11.3: Public sector organisational and staff development

Subprogramme	Expenditure outcome			Adjusted appropriation 2000/01	Medium-term expenditure estimate		
	Audited 1997/98	Audited 1998/99	Preliminary outcome 1999/00		2001/02	2002/03	2003/04
R thousand							
Public sector organisational and staff development	5 521	18 124	10 009	11 553	11 848	12 637	13 292
<b>Total</b>	<b>5 521</b>	<b>18 124</b>	<b>10 009</b>	<b>11 553</b>	<b>11 848</b>	<b>12 637</b>	<b>13 292</b>
Change to 2000 Budget Estimate				194	166	267	

Economic classification							
Current	5 521	18 037	9 123	11 553	11 848	12 637	13 292
Personnel	4 766	5 579	6 060	8 709	9 003	9 676	10 197
Transfer payments	-	-	-	-	-	-	-
Other	755	12 458	3 063	2 844	2 845	2 961	3 095
Capital	-	87	886	-	-	-	-
Transfer payments	-	-	-	-	-	-	-
Acquisition of capital assets	-	87	886	-	-	-	-
<b>Total</b>	<b>5 521</b>	<b>18 124</b>	<b>10 009</b>	<b>11 553</b>	<b>11 848</b>	<b>12 637</b>	<b>13 292</b>

Standard items of expenditure							
Personnel	4 766	5 579	6 060	8 709	9 118	9 796	10 322
Administrative	460	675	1 196	1 306	1 303	1 356	1 417
Inventories	1	5	254	318	318	331	347
Equipment	-	87	1 215	315	315	328	343
Land and building	-	-	-	-	-	-	-
Professional and special services	250	733	1 187	794	794	826	863
Transfer payments	-	-	-	-	-	-	-
Miscellaneous							
Civil Pensions Stabilisation Account	44	69	97	111	-	-	-
Donor funding (management development)	-	10 976	-	-	-	-	-
<b>Total</b>	<b>5 521</b>	<b>18 124</b>	<b>10 009</b>	<b>11 553</b>	<b>11 848</b>	<b>12 637</b>	<b>13 292</b>

## Policy developments

Samdi's new orientation towards a more customer-driven approach to training and development affects this programme in particular. There is a need to match customer needs with the competencies required in the organisation. This requires closer liaison with departments and the users of systems for procurement, disciplinary procedures and other human resource functions, information technology and management practices.

Samdi must begin to become self-sufficient over the next three to five years. It has established a business unit to manage its marketing and cost recovery from other departments. The cost recovery strategy requires a complete overhaul of its financial systems, to enable it to cost the services it provides.

The Skills Development Act requires departments to budget 1 per cent of personnel costs on training from 2001/02 onwards. This will result in a large increase in the resources available for training. Samdi will be able to provide quality training, and should easily capture a sizeable share of the approximately R750 million that will be set aside for training across Government in 2001/02.

## Outputs and service delivery trends

Table 11.4: Public sector organisational and staff development: Key outputs and indicators

Subprogramme	Outputs	Service delivery indicators
Marketing	Credibility and utilisation of Samdi services and products	10 per cent increase in enrolment
	Awareness of courses and services provided by Samdi	Increase market share of Samdi by at least 2 per cent
	Greater communication between Samdi and clients	

Subprogramme	Outputs	Service delivery indicators
Cost recovery	Smooth flowing of training and development intervention programmes	Record of bookings and invoices
	Training invoices and financial transfers from departments to Samdi	Proportion of operating costs recovered
Contract management	Transparent outsourcing and tendering procedures	Less than 10 per cent appeals on total tenders and contracts handled
	Annual work programme activity and expenditure tracking	Record of number of annual work programmes tracked and expenditure
Provision of training programmes	Training courses in: <ul style="list-style-type: none"> <li>• New grievance procedures</li> <li>• Human resource management (compulsory)</li> <li>• Provisioning administration</li> <li>• Stock control and logistics</li> <li>• Skills development</li> <li>• Communication and facilitation skills</li> <li>• Design of training courses</li> <li>• Competency assessment techniques</li> <li>• Use of technology</li> <li>• Attitudes to cultural values</li> <li>• Case study writing</li> <li>• Home Affairs training programme</li> <li>• Provincial executive committee training</li> </ul>	640 people trained, 1 920 training days 200 people trained, 10 400 training days 830 people trained, 18 450 training days 168 people trained, 2 520 training days 60 people trained, 1 000 training days 20 participants, 1 400 participant days 20 participants, 1 400 participant days 20 participants, 1 400 participant days 20 participants, 1 400 participant days 20 participants, 1 400 participant days 20 participants, 1 400 participant days 300 people training, 300 training days 20 days, 15 courses, 9 provinces
Research, policy and knowledge management	Provide policy, strategy and programme advice to the Minister, Director-General and Samdi units	Public Service Human Resource Development Strategy approved by the Minister and endorsed by Cabinet <i>Customer and Service Provider Survey Report</i> in place <i>Social and Ethical Impact Assessment Report</i> in place Public sector organisational development and competency profiling framework and diagnostic tools

Following the change in its status to a fully-fledged department and its turnaround strategy, Samdi is building a track record of service delivery. The proposed service delivery indicators will therefore be used to measure effective service delivery over the medium term.

### Programme 3: Auxiliary and associated services

The aim of the programme is to render auxiliary services associated with the Institute's aims. The programme comprises two subprogrammes:

- Government motor transport purchases vehicles for departmental use, as well as for allocation under the subsidised motor transport scheme.
- Membership and registration fees provide for the payment of membership and registration fees on behalf of the public service.

Table 11.5: Auxiliary and associated services

Subprogramme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	Audited	Audited	Preliminary outcome		2001/02	2002/03	2003/04
R thousand	1997/98	1998/99	1999/00	2000/01			
Government motor transport	125	–	155	1 359	1 271	826	765
Membership and registration fees	2	2	–	7	7	7	7
<b>Total</b>	<b>127</b>	<b>2</b>	<b>155</b>	<b>1 366</b>	<b>1 278</b>	<b>833</b>	<b>772</b>
Change to 2000 Budget Estimate				–	(6)	(64)	

2001 Estimates of National Expenditure

<b>Economic classification</b>							
<b>Current</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
Personnel	-	-	-	-	-	-	-
Transfer payments	-	-	-	-	-	-	-
Other	2	2	-	7	7	7	7
<b>Capital</b>	<b>125</b>	<b>-</b>	<b>155</b>	<b>1 359</b>	<b>1 271</b>	<b>826</b>	<b>765</b>
Transfer payments	-	-	-	-	-	-	-
Acquisition of capital assets	125	-	155	1 359	1 271	826	765
<b>Total</b>	<b>127</b>	<b>2</b>	<b>155</b>	<b>1 366</b>	<b>1 278</b>	<b>833</b>	<b>772</b>
<b>Standard items of expenditure</b>							
Personnel	-	-	-	-	-	-	-
Administrative	2	2	-	7	7	7	7
Inventories	-	-	-	-	-	-	-
Equipment	125	-	155	1 359	1 271	826	765
Land and buildings	-	-	-	-	-	-	-
Professional and special services	-	-	-	-	-	-	-
Transfer payments	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
<b>Total</b>	<b>127</b>	<b>2</b>	<b>155</b>	<b>1 366</b>	<b>1 278</b>	<b>833</b>	<b>772</b>

**Annexure: Vote 11: South African Management Development Institute**

Table 11:6: Summary of expenditure trends and estimates per programme

Table 11:7: Summary of expenditure trends and estimates per economic classification

Table 11:8: Summary of expenditure trends and estimates per standard item

Table 11:9: Summary of personnel numbers and costs

Table 11:10: Summary of expenditure on training



Table 11.6: Summary of expenditure trends and estimates per programme

	Expenditure outcome			Main appropriation	Adjustments appropriation			Revised estimate	Medium-term expenditure estimate				
	Audited	Audited	Preliminary outcome		Rollovers from 1999/00	Other adjustments	Adjusted appropriation		Current	Capital	Total	2002/03	2003/04
	1997/98	1998/99	1999/00										
R thousand													
Administration	6 326	6 461	4 313	5 656	1 013	103	6 772	6 772	5 882	405	6 287	6 878	7 233
Public sector organisational and staff development	5 521	18 124	10 009	11 359	3	191	11 553	10 957	11 848	-	11 848	12 637	13 292
Auxiliary and associated services	127	2	155	1 366	-	-	1 366	1 366	7	1 271	1 278	833	772
<b>Total</b>	<b>11 974</b>	<b>24 587</b>	<b>14 477</b>	<b>18 381</b>	<b>1 016</b>	<b>294</b>	<b>19 691</b>	<b>19 095</b>	<b>17 737</b>	<b>1 676</b>	<b>19 413</b>	<b>20 348</b>	<b>21 297</b>
Change to 2000 Budget Estimate							1 310	714			249		347

Table 11.7: Summary of expenditure trends and estimates per economic classification

	Expenditure outcome			Main appropriation	Adjustments appropriation			Revised estimate	Medium-term expenditure estimate				
	Audited	Audited	Preliminary outcome		Rollovers from 1999/00	Other adjustments 2000/01	Adjusted appropriation		Current	Capital	Total	2002/03	2003/04
	1997/98	1998/99	1999/00										
R thousand													
<b>Current</b>	<b>11 626</b>	<b>23 763</b>	<b>13 082</b>	<b>16 617</b>	<b>557</b>	<b>294</b>	<b>17 468</b>	<b>16 872</b>	<b>17 737</b>	<b>-</b>	<b>17 737</b>	<b>19 097</b>	<b>20 087</b>
Personnel	8 793	9 802	8 539	11 982	-	294	12 276	11 680	13 097	-	13 097	14 181	14 950
Salaries and wages	8 793	9 802	8 539	11 982	-	294	12 276	11 680	13 097	-	13 097	14 181	14 950
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-	-	-	-	-	-	-	-
Households and non-profit institutions	-	-	-	-	-	-	-	-	-	-	-	-	-
Foreign countries and international credit institutions	-	-	-	-	-	-	-	-	-	-	-	-	-
Other current transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Other current expenditure	2 833	13 961	4 543	4 635	557	-	5 192	5 192	4 640	-	4 640	4 916	5 137
<b>Capital</b>	<b>348</b>	<b>824</b>	<b>1 395</b>	<b>1 764</b>	<b>459</b>	<b>-</b>	<b>2 223</b>	<b>2 223</b>	<b>-</b>	<b>1 676</b>	<b>1 676</b>	<b>1 251</b>	<b>1 210</b>
Capital transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Other levels of Government	-	-	-	-	-	-	-	-	-	-	-	-	-
Other capital transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Movable capital	348	824	1 375	1 764	459	-	2 223	2 223	-	1 676	1 676	1 251	1 210
Motor vehicles	125	-	155	1 359	-	-	1 359	1 359	-	1 271	1 271	826	765
Equipment	178	799	1 037	161	139	-	-	-	-	-	-	-	-
Computers	-	-	-	-	-	-	300	300	-	200	200	300	245
Other office equipment	45	25	203	244	320	-	564	564	-	205	205	125	200
Fixed capital	-	-	-	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>11 974</b>	<b>24 587</b>	<b>14 477</b>	<b>18 381</b>	<b>1 016</b>	<b>294</b>	<b>19 691</b>	<b>19 095</b>	<b>17 737</b>	<b>1 676</b>	<b>19 413</b>	<b>20 348</b>	<b>21 297</b>

Table 11.8: Summary of expenditure trends and estimates per standard item

R thousand	Expenditure outcome			Main appropriation	Adjustments appropriation			Revised estimate	Medium-term expenditure estimate				
	Audited	Audited	Preliminary outcome		Rollovers from 1999/00	Other adjustments 2000/01	Adjusted appropriation		Current	Capital	Total	2002/03	2003/04
	1997/98	1998/99	1999/00	2001/02									
Personnel	8 793	9 802	8 539	11 982	–	294	12 276	11 735	13 265	–	13 265	14 360	15 137
Administrative expenditure	1 095	1 082	1 629	1 844	3	–	1 847	1 847	1 844	–	1 844	1 943	2 030
Inventories	365	189	665	653	–	–	653	653	653	–	653	696	728
Equipment	722	1 201	1 797	2 204	459	–	2 663	2 663	440	1 676	2 116	1 734	1 714
Land and buildings	–	–	–	–	–	–	–	–	–	–	–	–	–
Professional and special services	898	1 203	1 715	1 535	554	–	2 089	2 089	1 535	–	1 535	1 615	1 688
Transfer payments	–	–	–	–	–	–	–	–	–	–	–	–	–
Miscellaneous	101	11 110	132	163	–	–	163	108	–	–	–	–	–
<b>Total</b>	<b>11 974</b>	<b>24 587</b>	<b>14 477</b>	<b>18 381</b>	<b>1 016</b>	<b>294</b>	<b>19 691</b>	<b>19 095</b>	<b>17 737</b>	<b>1 676</b>	<b>19 413</b>	<b>20 348</b>	<b>21 297</b>

Table 11.9: Summary of personnel numbers and costs<sup>1</sup>

Personnel numbers	1997/98	1998/99	1999/00	2000/01	2001/02
Administration	64	53	37	37	36
Public sector organisational and staff development	36	38	52	52	65
<b>Total</b>	<b>100</b>	<b>91</b>	<b>89</b>	<b>89</b>	<b>101</b>
Total personnel cost (R thousand)	8 793	9 802	8 539	12 276	13 097
Unit cost (R thousand)	87,9	107,7	95,9	137,9	129,7

<sup>1</sup> Full-time equivalent

Table 11.10: Summary of expenditure on training

R thousand	Preliminary outcome	Revised estimate 2000/01	Medium-term expenditure estimate		
	1999/00		2001/02	2002/03	2003/04
Administration	41	35	40	45	48
Public sector organisational and staff development	95	85	90	96	102
<b>Total</b>	<b>136</b>	<b>120</b>	<b>130</b>	<b>141</b>	<b>150</b>