

◀ 2020 ▶  
**BUDGET**

VOTE  
**39**

**TRADE, INDUSTRY  
AND COMPETITION**



**national treasury**

Department:  
National Treasury  
**REPUBLIC OF SOUTH AFRICA**





# **Estimates of National Expenditure**

**2020**

**National Treasury  
Republic of South Africa**



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**RP: 18/2020**

The 2020 Estimates of National Expenditure is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

The Estimates of National Expenditure e-publications for individual votes are available at [www.treasury.gov.za](http://www.treasury.gov.za). Compared to the abridged Estimates of National Expenditure publication, the e-publications for each vote contain more comprehensive coverage of all public entities, transfers and subsidies and information on programme specific personnel expenditure.

# Foreword

The Estimates of National Expenditure (ENE) publications remain an integral part of the annual budgeting process. In light of the prevailing economic climate, which requires careful consideration around the management of public funds, it has become necessary to focus our efforts on reprioritising existing government resources to areas where the most value can be derived for the benefit of all South Africans. To alleviate fiscal pressures, reductions have been effected on the baseline budgets of departments and public entities. The budgets unpacked in this document reflect the outcome of a robust negotiation process, which was led by a committee of senior officials in central government departments under the political guidance of the Ministers' Committee on the Budget. There was also wide-ranging intergovernmental consultation on budgets in the provincial and local spheres of government. Ultimately, the budgetary proposals emanating from these negotiations and consultations were considered and approved by Cabinet.

The abridged ENE provides a comprehensive account of the priorities, spending plans and service delivery commitments of the 41 national government votes, and for selected public entities. The e-publications for each vote, which are available on National Treasury's website, contain further details on goods and services, transfers and subsidies, other public entities, and lower-level spending information on service delivery. In addition, the Vulekamali online portal serves as a transparent, user-friendly source of information that includes supplementary detailed data as contained in the ENE publications. The portal is a valuable resource for anyone to learn about how government compiles its budget and spends public funds.

The Open Budget Survey, which is published biannually by the International Budget Partnership, assesses and ranks countries based on the availability of 8 key budget documents and the comprehensiveness of the data presented in these documents. In the latest survey, published in 2017, South Africa ranked joint first out of 102 countries with a score of 89 per cent. The next survey is expected to be published in 2020/21 and hopefully South Africa will retain that first position.

All information presented in the ENE publications and Vulekamali promotes a culture of public engagement, accountability in state institutions, and the appropriate spending of public funds to achieve the outcomes as envisaged in the National Development Plan.

A special thanks is extended to all contributors and government colleagues who assisted in making this possible, especially the political leadership shown by the executive and the spirited efforts of the National Treasury team.



**Dondo Mogajane**  
**Director-General: National Treasury**



# Introduction

## Estimates of National Expenditure publications

Estimates of National Expenditure (ENE) publications describe in detail government's expenditure plans over the next three financial years, also known as the medium-term expenditure framework (MTEF) period. The 2020 MTEF period is from 2020/21 to 2022/23.

The ENE publications contain detailed information regarding the allocations set out in the Appropriation Bill, for the current financial year. Government's proposed spending plans for the full MTEF period, are shown. Information on how government institutions have spent their budgets in previous years is also included. Explanations are provided on how institutions intend to use their allocations over the medium term to achieve their goals, and the outputs and outcomes to which their spending is expected to lead. Tables present non-financial performance indicators and targets, departmental receipts, and detailed expenditure trends and estimates by programme, subprogramme and economic classification, and programme personnel data tables for each vote and all entities. Brief explanatory narratives set out the institution's purpose (and that of its programmes), mandate, programme-level objectives and descriptions of subprogrammes. An in-depth narrative analyses the institution's expected expenditure over the MTEF period.

Additional data tables containing information on provincial and municipal conditional grants, public-private partnerships, donor funding, infrastructure spending and information at the level of site service delivery, where applicable, are available on the National Treasury website and the Vulekamali online portal.

A separate 2020 ENE Overview publication is also available on the National Treasury website and summarises the ENE information across all votes. The 2020 ENE Overview contains a narrative explanation and budget-wide summary tables; and it also has a write-up on how to interpret the information that is contained in each section of the publications.





**Trade, Industry and Competition**

**National Treasury**

**Republic of South Africa**



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# Vote 39

## Trade, Industry and Competition

### Budget summary

R million	2020/21				2021/22	2022/23
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
<b>MTEF allocation</b>						
Administration	873.6	860.3	–	13.3	927.2	970.3
Trade Policy, Negotiations and Cooperation	134.0	103.4	29.7	0.8	142.2	148.6
Spatial Industrial Development and Economic Transformation	171.9	157.7	13.7	0.5	184.3	190.1
Industrial Competitiveness and Growth	1 992.1	143.1	1 848.1	1.0	1 810.7	1 875.4
Consumer and Corporate Regulation	342.3	84.3	257.9	0.2	363.9	378.8
Industrial Financing	6 059.1	189.4	5 855.5	14.3	5 074.9	5 270.6
Export Development, Promotion and Outward Investments	456.7	246.6	207.6	2.5	486.6	502.4
Inward Investment Attraction, Facilitation and Aftercare	58.3	57.8	–	0.5	63.0	66.6
Competition Policy and Economic Planning	908.4	49.2	859.0	0.2	955.5	991.9
Economic Research and Coordination	85.7	84.8	–	1.0	89.9	94.4
<b>Total expenditure estimates</b>	<b>11 082.1</b>	<b>1 976.6</b>	<b>9 071.4</b>	<b>34.1</b>	<b>10 098.3</b>	<b>10 489.1</b>
Executive authority	Minister of Trade, Industry and Competition					
Accounting officer	Director-General of Trade, Industry and Competition					
Website	<a href="http://www.thedti.gov.za">www.thedti.gov.za</a>					

*The Estimates of National Expenditure e-publications for individual votes are available at [www.treasury.gov.za](http://www.treasury.gov.za). These publications provide more comprehensive coverage of vote-specific information, particularly about transfers and subsidies, personnel and other public institutions. Additional tables in Excel format can be found at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).*

### Vote purpose

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

### Mandate

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

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

## Selected performance indicators

**Table 39.1 Performance indicators by programme and related priority**

Indicator	Programme	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of master plans submitted to the minister per year	Industrial Competitiveness and Growth	Priority 1: Economic transformation and job creation	3	4	1	4	3	4	4
Number of designation requests submitted for the minister's approval per year	Industrial Competitiveness and Growth		4	2	2	2	2	2	2
Value of projected investment to be leveraged from approved projects per year	Industrial Financing		R13bn	R36.8bn	R13.2bn	R25bn	R15bn	R15bn	R15bn
Number of new jobs supported from approved enterprises per year	Industrial Financing		8 059	15 401	16 178	8 000	8 500	8 000	9 000
Number of jobs retained from approved enterprises per year	Industrial Financing		34 592	28 209	30 983	10 000	10 000	10 500	10 500
Number of enterprises/projects approved for financial support across all incentives per year	Industrial Financing		- <sup>1</sup>	848	755	900	600	650	700
Number of ministerial/departmental oversight engagements with trade and competition authorities held per year	Competition Policy and Economic Planning		8	6	5	5	5	5	5
Number of analytical and public policy advocacy reports on socioeconomic development and the New Growth Path produced per year	Economic Research and Coordination		4	4	4	4	4	4	4
Number of reports on black women and youth with access to employment and entrepreneurship opportunities per year	Economic Research and Coordination		34	2	3	3	3	3	3
Number of reports on support provided to provinces per year	Economic Research and Coordination		10	10	10	10	10	10	10

1. No historical data available.

## Expenditure analysis

The National Development Plan presents a broad vision for sustainable industrialisation and economic development and transformation in South Africa and, by extension, Africa. This vision is expressed specifically in terms of priority 1 (economic transformation and job creation) and priority 7 (a better Africa and world) of government's 2019-2024 medium-term strategic framework. The work of the Department of Trade, Industry and Competition is directly aligned with these priorities through its reimagined industrial strategy, which is premised on the development of sectoral master plans aimed at improving performance in identified sectors. The strategy sets out the department's focus areas over the medium term. These are: providing industrial finance, developing industrial infrastructure, strengthening export capabilities and enhancing competition regulation.

Expenditure is expected to decrease at an average annual rate of 1.6 per cent, from R11 billion in 2019/20 to R10.5 billion in 2022/23. Allocations to the *Industrial Financing* programme account for the bulk of the department's expenditure. Spending in the programme is expected to decrease at an average annual rate of 4 per cent, from R6 billion in 2019/20 to R5.3 billion in 2022/23. These decreases are due to Cabinet-approved reductions on the department's budget over the period ahead.

### **Providing industrial finance**

In support of job creation and economic transformation, activities in the *Industrial Financing* programme are aimed at growing sustainable and competitive enterprises through providing access to industrial finance, either directly or indirectly. Activities in the programme's *Manufacturing Incentives* subprogramme are informed by

evidence-based programme designs and are expected to be achieved through the effective administration, and monitoring and evaluation of manufacturing incentive programmes in labour-intensive sectors. These incentives include the automotive incentive scheme, the black industrialist scheme, the agro-processing support scheme and the aquaculture development enhancement programme. Allocations to the subprogramme account for 54.8 per cent (R8.6 billion) of the *Industrial Financing* programme's total budget over the MTEF period.

Other planned activities in the *Industrial Financing* programme over the period ahead include development and implementation of various master plans, to stimulate various sectors of the economy, including: chemicals and plastics, clothing and textiles, steel and metals fabrication, furniture, sugar production, and poultry.

In recognition of the need to accelerate growth in the manufacturing and internationally traded services sectors, over the period ahead the department aims to strengthen partnerships to leverage accessible industrial finance. In this regard, over the MTEF period, activities in the *Industrial Financing* programme are aimed at leveraging more than R45 billion in investments from the private sector by providing financial support to an estimated 1 950 enterprises or projects that will create approximately 56 500 jobs over the medium term.

### ***Developing industrial infrastructure***

The *Infrastructure Investment Support* subprogramme in the *Industrial Financing* programme provides grants for 3 industrial infrastructure initiatives: special economic zones, industrial parks and the critical infrastructure programme. These initiatives are aimed at enhancing the development of industrial infrastructure that has the potential to increase investment and exports. Accordingly, over the medium term the department plans to continue its support programmes for special economic zones and industrial parks with greater emphasis on the development of township and rural infrastructure. Allocations for special economic zones in the *Infrastructure Investment Support* subprogramme are expected to increase at an average annual rate of 13 per cent, from R1.1 billion in 2019/20 to R1.6 billion in 2022/23. Financial support to industrial parks is estimated to increase at an average annual rate of 2.8 per cent, from R122.9 million in 2019/20 to R133.4 million in 2022/23, to support the refurbishment of 27 industrial parks across South Africa.

### ***Strengthening export capabilities***

The department plans to continue implementing the integrated national export strategy in line with its ongoing effort to build capacity for increasing the export of South African goods and services. Accordingly, over the MTEF period, more than 2 000 South African companies will be assisted to participate at organised national pavilions, trade missions and other export promotion initiatives that will be facilitated by the department. These initiatives are aimed at increasing the participation of historically disadvantaged enterprises and individuals. To carry out these activities, R751.1 million is allocated over the medium term to the export marketing and investment assistance scheme in the *Industrial Financing* programme.

### ***Enhancing competition regulation***

The Competition Amendment Act (2018) expanded the mandates of competition authorities to include the initiation of market inquiries, a number of which have already commenced in key economic sectors. Over the medium term, the department plans to oversee the implementation of these expanded mandates. For this purpose, an additional R65 million is allocated over the MTEF period to the Competition Commission and the Competition Tribunal to enhance their capacity to investigate cartels, and elements of dominance and collusion in identified sectors.

## Expenditure trends and estimates

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

<b>Programmes</b>											
1. Administration											
2. Trade Policy, Negotiations and Cooperation											
3. Spatial Industrial Development and Economic Transformation											
4. Industrial Competitiveness and Growth											
5. Consumer and Corporate Regulation											
6. Industrial Financing											
7. Export Development, Promotion and Outward Investments											
8. Inward Investment Attraction, Facilitation and Aftercare											
9. Competition Policy and Economic Planning											
10. Economic Research and Coordination											
<b>Programme</b>	<b>Audited outcome</b>			<b>Adjusted appropriation</b>	<b>Average growth rate (%)</b>	<b>Average: Expenditure/ Total (%)</b>	<b>Medium-term expenditure estimate</b>			<b>Average growth rate (%)</b>	<b>Average: Expenditure/ Total (%)</b>
R million	2016/17	2017/18	2018/19	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
Programme 1	760.7	827.4	862.3	924.1	6.7%	7.9%	873.6	927.2	970.3	1.6%	8.7%
Programme 2	116.0	121.1	122.1	130.4	4.0%	1.1%	134.0	142.2	148.6	4.4%	1.3%
Programme 3	97.6	95.7	122.0	160.0	17.9%	1.1%	171.9	184.3	190.1	5.9%	1.7%
Programme 4	1 722.2	1 838.8	2 018.6	2 100.8	6.8%	18.0%	1 992.1	1 810.7	1 875.4	-3.7%	18.2%
Programme 5	295.4	298.7	323.8	339.8	4.8%	2.9%	342.3	363.9	378.8	3.7%	3.3%
Programme 6	6 895.2	5 600.5	5 560.7	5 953.6	-4.8%	56.2%	6 059.1	5 074.9	5 270.6	-4.0%	52.4%
Programme 7	454.6	456.2	460.2	440.7	-1.0%	4.2%	456.7	486.6	502.4	4.5%	4.4%
Programme 8	69.2	64.5	69.4	68.7	-0.3%	0.6%	58.3	63.0	66.6	-1.0%	0.6%
Programme 9	546.9	782.3	912.2	815.8	14.3%	7.2%	908.4	955.5	991.9	6.7%	8.6%
Programme 10	56.7	60.1	68.0	80.5	12.4%	0.6%	85.7	89.9	94.4	5.4%	0.8%
<b>Total</b>	<b>11 014.5</b>	<b>10 145.3</b>	<b>10 519.3</b>	<b>11 014.4</b>	<b>0.0%</b>	<b>100.0%</b>	<b>11 082.1</b>	<b>10 098.3</b>	<b>10 489.1</b>	<b>-1.6%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				(30.1)			(580.3)	(502.5)	(513.0)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>1 638.9</b>	<b>1 723.1</b>	<b>1 826.0</b>	<b>1 960.5</b>	<b>6.2%</b>	<b>16.7%</b>	<b>1 976.6</b>	<b>2 105.4</b>	<b>2 193.7</b>	<b>3.8%</b>	<b>19.3%</b>
Compensation of employees	1 000.5	1 035.3	1 073.2	1 142.7	4.5%	10.0%	1 171.4	1 247.6	1 301.8	4.4%	11.4%
Goods and services <sup>1</sup>	638.5	687.8	752.8	817.8	8.6%	6.8%	805.2	857.8	891.9	2.9%	7.9%
<i>of which:</i>											
Computer services	17.2	45.0	36.1	41.7	34.4%	0.3%	35.5	37.6	39.9	-1.5%	0.4%
Consultants: Business and advisory services	23.0	23.8	43.3	61.2	38.6%	0.4%	70.8	74.1	77.8	8.3%	0.7%
Legal services	39.0	19.7	23.2	29.5	-8.9%	0.3%	37.5	41.8	45.2	15.3%	0.4%
Operating leases	315.4	335.9	355.7	340.0	2.5%	3.2%	291.7	307.0	318.8	-2.1%	2.9%
Travel and subsistence	95.8	106.9	118.7	127.5	10.0%	1.1%	147.9	161.5	167.8	9.6%	1.4%
Operating payments	27.1	23.0	24.4	32.6	6.3%	0.3%	33.2	35.6	39.5	6.6%	0.3%
<b>Transfers and subsidies<sup>1</sup></b>	<b>9 347.0</b>	<b>8 394.8</b>	<b>8 674.0</b>	<b>9 035.7</b>	<b>-1.1%</b>	<b>83.0%</b>	<b>9 071.4</b>	<b>7 956.5</b>	<b>8 257.3</b>	<b>-3.0%</b>	<b>80.4%</b>
Departmental agencies and accounts	1 171.7	1 120.0	1 091.0	1 144.3	-0.8%	10.6%	1 175.9	1 240.0	1 288.4	4.0%	11.4%
Foreign governments and international organisations	29.8	28.5	27.7	37.3	7.7%	0.3%	42.8	45.2	46.8	7.9%	0.4%
Public corporations and private enterprises	7 978.4	7 069.9	7 348.6	7 673.9	-1.3%	70.4%	7 695.1	6 502.1	6 751.5	-4.2%	67.1%
Non-profit institutions	163.1	173.8	202.4	178.9	3.1%	1.7%	156.5	168.3	169.5	-1.8%	1.6%
Households	4.0	2.6	4.3	1.4	-29.8%	0.0%	0.9	1.0	1.0	-8.6%	0.0%
<b>Payments for capital assets</b>	<b>18.9</b>	<b>26.2</b>	<b>18.9</b>	<b>18.2</b>	<b>-1.2%</b>	<b>0.2%</b>	<b>34.1</b>	<b>36.4</b>	<b>38.1</b>	<b>28.0%</b>	<b>0.3%</b>
Machinery and equipment	12.6	18.0	17.8	15.4	7.0%	0.1%	18.6	20.0	21.2	11.2%	0.2%
Software and other intangible assets	6.3	8.2	1.1	2.8	-23.8%	0.0%	15.5	16.3	16.9	82.4%	0.1%
<b>Payments for financial assets</b>	<b>9.7</b>	<b>1.1</b>	<b>0.5</b>	<b>0.0</b>	<b>-93.2%</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.0%</b>
<b>Total</b>	<b>11 014.5</b>	<b>10 145.3</b>	<b>10 519.3</b>	<b>11 014.4</b>	<b>0.0%</b>	<b>100.0%</b>	<b>11 082.1</b>	<b>10 098.3</b>	<b>10 489.1</b>	<b>-1.6%</b>	<b>100.0%</b>

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

## Transfers and subsidies expenditure trends and estimates

Table 39.3 Vote transfers and subsidies trends and estimates

R thousand	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>1 008 898</b>	<b>973 703</b>	<b>967 867</b>	<b>1 014 275</b>	<b>0.2%</b>	<b>11.2%</b>	<b>1 040 951</b>	<b>1 097 502</b>	<b>1 140 565</b>	<b>4.0%</b>	<b>12.5%</b>
Employee social benefits	–	–	–	15	–	–	–	–	–	-100.0%	–
Council for Geoscience	1 131	1 188	1 257	1 327	5.5%	–	1 372	1 447	1 501	4.2%	–
National Productivity Institute	8 523	8 949	9 231	30 996	53.8%	0.2%	10 114	10 754	11 028	-29.1%	0.2%
South African National Accreditation System	22 208	30 313	31 032	31 669	12.6%	0.3%	32 731	34 532	35 816	4.2%	0.4%
National Metrology Institute of South Africa: Operations	101 400	106 470	109 698	115 057	4.3%	1.2%	119 384	126 922	130 165	4.2%	1.4%
National Regulator for Compulsory Specifications	86 418	128 745	146 104	139 501	17.3%	1.4%	144 230	152 163	157 818	4.2%	1.7%
National Credit Regulator	69 577	73 056	75 361	86 580	7.6%	0.9%	82 278	86 803	90 030	1.3%	1.0%
National Gambling Board	30 121	31 627	32 624	33 797	3.9%	0.4%	35 051	37 265	38 217	4.2%	0.4%
National Consumer Tribunal	46 151	48 459	52 688	56 639	7.1%	0.6%	54 948	56 982	59 100	1.4%	0.7%
National Consumer Commission	56 643	52 614	69 674	58 304	1.0%	0.7%	61 270	64 649	67 069	4.8%	0.7%
Companies Tribunal	15 069	15 822	16 740	17 352	4.8%	0.2%	18 227	19 233	19 952	4.8%	0.2%
National Research Foundation	256 000	84 000	–	–	-100.0%	1.0%	–	–	–	–	–
Competition Commission	208 541	263 354	281 788	295 438	12.3%	3.0%	331 559	348 695	360 915	6.9%	3.9%
Competition Tribunal	20 115	30 041	35 086	36 172	21.6%	0.3%	37 403	39 460	45 927	8.3%	0.5%
International Trade Administration Commission	87 001	99 065	106 584	111 428	8.6%	1.1%	112 384	118 597	123 027	3.4%	1.4%
<b>Capital</b>	<b>162 793</b>	<b>146 333</b>	<b>123 086</b>	<b>129 979</b>	<b>-7.2%</b>	<b>1.6%</b>	<b>134 995</b>	<b>142 465</b>	<b>147 867</b>	<b>4.4%</b>	<b>1.6%</b>
National Metrology Institute of South Africa	162 793	146 333	123 086	129 979	-7.2%	1.6%	134 995	142 465	147 867	4.4%	1.6%
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>3 320</b>	<b>2 080</b>	<b>3 822</b>	<b>1 345</b>	<b>-26.0%</b>	<b>–</b>	<b>942</b>	<b>994</b>	<b>1 041</b>	<b>-8.2%</b>	<b>–</b>
Employee social benefits	3 265	2 025	3 807	1 195	-28.5%	–	942	994	1 041	-4.5%	–
Other transfers to households	–	4	–	–	–	–	–	–	–	–	–
Households	55	51	15	150	39.7%	–	–	–	–	-100.0%	–
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>630</b>	<b>513</b>	<b>503</b>	<b>20</b>	<b>-68.3%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>
Gifts and donations	421	259	286	–	-100.0%	–	–	–	–	–	–
Employee social benefits	–	153	164	20	–	–	–	–	–	-100.0%	–
Bursaries for non-employees	205	–	–	–	-100.0%	–	–	–	–	–	–
Other transfers to households	4	101	49	–	-100.0%	–	–	–	–	–	–
Other transfer to household	–	–	4	–	–	–	–	–	–	–	–
<b>Public corporations and private enterprises</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>1 712 476</b>	<b>1 935 446</b>	<b>2 220 605</b>	<b>1 886 200</b>	<b>3.3%</b>	<b>21.9%</b>	<b>1 813 832</b>	<b>1 611 212</b>	<b>1 674 254</b>	<b>-3.9%</b>	<b>20.4%</b>
Employee social benefits	–	–	–	15	–	–	–	–	–	-100.0%	–
Protechnik Laboratories: Operations	2 945	3 093	3 272	3 455	5.5%	–	3 645	3 845	3 987	4.9%	–
Council for Scientific and Industrial Research	1 655	1 738	1 839	1 942	5.5%	–	2 008	2 119	2 198	4.2%	–
Industrial Development Corporation	758 266	870 440	1 047 287	942 149	7.5%	10.2%	953 862	740 780	771 653	-6.4%	9.9%
Council for Scientific and Industrial Research: National Cleaner Production Centre	58 870	62 951	58 008	53 592	-3.1%	0.7%	60 255	27 065	28 206	-19.3%	0.5%
Council for Scientific and Industrial Research: National foundry technology network	19 689	18 678	8 183	18 699	-1.7%	0.2%	23 590	25 162	26 284	12.0%	0.3%
South African Bureau of Standards	212 361	302 494	375 931	420 384	25.6%	3.7%	319 411	336 319	348 375	-6.1%	4.2%
Industrial Development Corporation: Industrial financing	250 000	250 000	300 000	–	-100.0%	2.3%	–	–	–	–	–
Export Credit Insurance Corporation of South Africa	171 566	188 272	183 248	193 511	4.1%	2.1%	204 153	215 381	223 387	4.9%	2.4%
Various institutions: One-stop shop	24 000	14 000	14 000	11 000	-22.9%	0.2%	–	–	–	-100.0%	–
Small Enterprise Finance Agency	213 124	223 780	228 837	241 453	4.2%	2.6%	246 908	260 541	270 164	3.8%	3.0%
<b>Capital</b>	<b>1 554 797</b>	<b>1 725 975</b>	<b>1 275 263</b>	<b>1 319 266</b>	<b>-5.3%</b>	<b>16.6%</b>	<b>1 343 032</b>	<b>1 683 696</b>	<b>1 747 321</b>	<b>9.8%</b>	<b>17.8%</b>
Protechnik Laboratories: Capital	1 219	1 279	1 354	1 430	5.5%	–	1 509	1 592	1 651	4.9%	–
Council for Scientific and Industrial Research: Aerospace industry	17 781	19 020	31 753	21 556	6.6%	0.3%	25 287	26 513	27 387	8.3%	0.3%
Various institutions: Critical infrastructure programme	125 797	140 257	83 040	200 000	16.7%	1.5%	153 052	130 921	135 432	-12.2%	1.8%
Various institutions: Special economic zones	1 410 000	1 565 419	1 159 116	1 096 280	-8.0%	14.8%	1 163 184	1 524 670	1 582 851	13.0%	15.6%
<b>Non-profit institutions</b>											
<b>Current</b>	<b>163 107</b>	<b>173 814</b>	<b>202 430</b>	<b>178 897</b>	<b>3.1%</b>	<b>2.0%</b>	<b>156 536</b>	<b>168 276</b>	<b>169 547</b>	<b>-1.8%</b>	<b>2.0%</b>
Black Business Council	1 000	1 500	–	–	-100.0%	–	1 583	1 702	1 765	–	–
Intsimbi future production technologies initiatives	74 082	75 786	116 136	88 341	6.0%	1.0%	68 711	73 864	76 617	-4.6%	0.9%
Automotive supply chain competitiveness initiative	15 000	13 127	7 984	8 813	-16.2%	0.1%	9 298	9 995	10 367	5.6%	0.1%
Trade and industrial policy strategies	22 712	24 423	27 086	27 763	6.9%	0.3%	20 270	22 166	23 178	-5.8%	0.3%
Centurion Aerospace Village	18 445	25 367	15 490	16 357	-3.9%	0.2%	17 257	18 551	14 243	-4.5%	0.2%
Proudly South African campaign	31 868	33 611	35 734	37 623	5.7%	0.4%	39 417	41 998	43 377	4.9%	0.5%

**Table 39.3 Vote transfers and subsidies trends and estimates**

R thousand	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
<b>Public corporations and private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	<b>205 169</b>	<b>198 603</b>	<b>252 006</b>	<b>281 911</b>	<b>11.2%</b>	<b>2.6%</b>	<b>309 322</b>	<b>326 336</b>	<b>338 468</b>	<b>6.3%</b>	<b>3.7%</b>
Various institutions: Export market and investment assistance	184 409	162 372	223 575	240 478	9.3%	2.3%	238 482	251 599	260 952	2.8%	2.9%
Various institutions: Support programme for industrial innovation	20 760	36 231	28 431	41 433	25.9%	0.4%	70 840	74 737	77 516	23.2%	0.8%
<b>Capital</b>	<b>64 187</b>	<b>38 836</b>	<b>68 123</b>	<b>122 891</b>	<b>24.2%</b>	<b>0.8%</b>	<b>121 871</b>	<b>128 574</b>	<b>133 358</b>	<b>2.8%</b>	<b>1.5%</b>
Various institutions: Critical infrastructure programme	64 187	38 836	68 123	122 891	24.2%	0.8%	121 871	128 574	133 358	2.8%	1.5%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>29 843</b>	<b>28 457</b>	<b>27 650</b>	<b>37 326</b>	<b>7.7%</b>	<b>0.3%</b>	<b>42 808</b>	<b>45 162</b>	<b>46 839</b>	<b>7.9%</b>	<b>0.5%</b>
Organisation for the Prohibition of Chemical Weapons	3 516	3 543	2 906	5 778	18.0%	-	6 096	6 431	6 670	4.9%	0.1%
World Trade Organisation	14 159	12 908	13 299	16 200	4.6%	0.2%	17 091	18 031	18 702	4.9%	0.2%
United Nations Industrial Development Organisation	5 969	6 021	5 090	7 560	8.2%	0.1%	7 976	8 415	8 727	4.9%	0.1%
Treaty organisations for metrology	1 631	1 644	1 702	2 009	7.2%	-	2 119	2 236	2 318	4.9%	-
World Intellectual Property Organisation	4 568	4 341	4 653	5 779	8.2%	0.1%	6 097	6 432	6 671	4.9%	0.1%
Export consultancy trust funds: International Bank for Reconstruction and Development (World Bank)	-	-	-	-	-	-	1 715	1 809	1 876	-	-
Export consultancy trust funds: International Finance Corporation	-	-	-	-	-	-	1 714	1 808	1 875	-	-
<b>Public corporations and private enterprises Subsidies on products and production (pe)</b>											
<b>Current</b>	<b>4 441 734</b>	<b>3 171 053</b>	<b>3 532 602</b>	<b>4 063 589</b>	<b>-2.9%</b>	<b>42.9%</b>	<b>4 107 081</b>	<b>2 752 319</b>	<b>2 858 061</b>	<b>-11.1%</b>	<b>40.2%</b>
Various institutions: Services sector development incentives	801 038	812 498	831 342	805 025	0.2%	9.2%	698 578	736 999	764 396	-1.7%	8.8%
Various institutions: Manufacturing development incentives	3 590 696	2 338 306	2 700 373	3 258 564	-3.2%	33.5%	3 408 503	2 015 320	2 093 665	-13.7%	31.4%
Various institutions: Industrial development zones - other	50 000	20 249	887	-	-100.0%	0.2%	-	-	-	-	-
<b>Total</b>	<b>9 346 954</b>	<b>8 394 813</b>	<b>8 673 957</b>	<b>9 035 699</b>	<b>-1.1%</b>	<b>100.0%</b>	<b>9 071 370</b>	<b>7 956 536</b>	<b>8 257 321</b>	<b>-3.0%</b>	<b>100.0%</b>

## Personnel information

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

Programmes		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment														Number			
Number of posts estimated for 31 March 2020																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									
		2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23							
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Trade, Industry and Competition</b>	<b>1 375</b>	<b>65</b>	<b>1 422</b>	<b>1 073.2</b>	<b>0.8</b>	<b>1 432</b>	<b>1 142.7</b>	<b>0.8</b>	<b>1 389</b>	<b>1 171.4</b>	<b>0.8</b>	<b>1 387</b>	<b>1 247.6</b>	<b>0.9</b>	<b>1 364</b>	<b>1 301.8</b>	<b>1.0</b>	<b>-1.6%</b>	<b>100.0%</b>
Salary level																			
1-6	85	58	187	40.6	0.2	191	44.5	0.2	183	46.9	0.3	185	50.9	0.3	181	53.0	0.3	-1.8%	13.3%
7-10	571	-	569	289.8	0.5	572	313.0	0.5	565	331.0	0.6	559	350.2	0.6	559	373.8	0.7	-0.8%	40.5%
11-12	309	3	323	292.5	0.9	330	319.0	1.0	323	332.2	1.0	323	353.0	1.1	314	364.7	1.2	-1.6%	23.2%
13-16	332	4	264	333.8	1.3	277	370.3	1.3	263	371.5	1.4	265	398.1	1.5	261	416.8	1.6	-2.0%	19.1%
Other	78	-	79	116.5	1.5	62	95.9	1.5	55	89.8	1.6	55	95.4	1.7	49	93.6	1.9	-7.5%	4.0%
<b>Programme</b>	<b>1 375</b>	<b>65</b>	<b>1 422</b>	<b>1 073.2</b>	<b>0.8</b>	<b>1 432</b>	<b>1 142.7</b>	<b>0.8</b>	<b>1 389</b>	<b>1 171.4</b>	<b>0.8</b>	<b>1 387</b>	<b>1 247.6</b>	<b>0.9</b>	<b>1 364</b>	<b>1 301.8</b>	<b>1.0</b>	<b>-1.6%</b>	<b>100.0%</b>
Programme 1	453	20	472	308.9	0.7	474	331.4	0.7	464	338.0	0.7	460	358.7	0.8	454	376.0	0.8	-1.4%	33.2%
Programme 2	95	1	96	77.1	0.8	95	81.9	0.9	89	82.6	0.9	89	88.0	1.0	88	92.4	1.0	-2.5%	6.5%
Programme 3	104	8	112	73.8	0.7	112	79.0	0.7	106	82.2	0.8	108	88.3	0.8	104	91.8	0.9	-2.4%	7.7%
Programme 4	127	5	131	110.6	0.8	136	123.0	0.9	131	124.2	0.9	133	133.5	1.0	130	136.6	1.1	-1.5%	9.5%
Programme 5	67	3	70	54.7	0.8	72	61.1	0.8	69	63.6	0.9	72	70.6	1.0	72	75.1	1.0	-	5.1%
Programme 6	188	12	200	137.9	0.7	209	153.7	0.7	203	159.4	0.8	197	164.3	0.8	194	172.1	0.9	-2.5%	14.4%
Programme 7	209	6	214	204.4	1.0	197	190.1	1.0	191	192.2	1.0	192	207.6	1.1	186	213.0	1.1	-1.9%	13.7%
Programme 8	59	6	61	41.0	0.7	57	39.8	0.7	56	41.2	0.7	57	44.9	0.8	57	47.8	0.8	-	4.1%
Programme 9	25	-	13	14.3	1.1	22	24.6	1.1	22	26.2	1.2	22	27.9	1.3	23	30.4	1.3	1.5%	1.6%
Programme 10	48	4	53	50.5	1.0	58	58.1	1.0	58	61.8	1.1	57	63.8	1.1	56	66.8	1.2	-1.2%	4.1%

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

2. Rand million.



## Departmental receipts

Table 39.5 Departmental receipts by economic classification

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 (%)
	2016/17	2017/18	2018/19					2019/20	2020/21	2021/22		
Departmental receipts	235 428	274 206	220 060	195 864	203 859	-4.7%	100.0%	222 746	221 334	244 302	6.2%	100.0%
Tax receipts	4 862	4 239	3 773	4 900	4 900	0.3%	1.9%	5 600	5 000	5 000	0.7%	2.3%
Sales of goods and services produced by department	640	668	659	799	789	7.2%	0.3%	737	766	824	1.5%	0.3%
Sales by market establishments	279	279	265	310	300	2.4%	0.1%	335	350	355	5.8%	0.2%
of which:												
Rental of parking	279	279	265	310	300	2.4%	0.1%	335	350	355	5.8%	0.2%
Administrative fees	-	-	-	1	1	-	-	1	1	1	-	-
of which:												
Request information in terms of the Promotion of Access to Information Act (2000)	-	-	-	1	1	-	-	1	1	1	-	-
Other sales	361	389	394	488	488	10.6%	0.2%	401	415	468	-1.4%	0.2%
of which:												
Commission on hand	187	189	300	300	300	17.1%	0.1%	290	290	320	2.2%	0.1%
Academic services	161	185	77	171	171	2.0%	0.1%	90	100	120	-11.1%	0.1%
Commission on insurance garnishee	13	15	17	17	17	9.4%	-	21	25	28	18.1%	-
Sales of scrap, waste, arms and other used current goods	14	15	5	5	5	-29.1%	-	6	6	11	30.1%	-
of which:												
Wastepaper: Recycling of paper	14	15	-	-	-	-100.0%	-	1	1	1	-	-
Cellphones: Old pool phones	-	-	5	5	5	-	-	5	5	10	26.0%	-
Fines, penalties and forfeits	117 365	157 408	96 288	68 810	68 815	-16.3%	47.1%	93 890	93 890	93 890	10.9%	39.3%
Interest, dividends and rent on land	22 967	51 513	50 741	52 110	52 110	31.4%	19.0%	52 120	52 197	52 309	0.1%	23.4%
Interest	2 967	1 513	741	2 110	2 110	-10.7%	0.8%	2 120	2 197	2 309	3.0%	1.0%
Dividends	20 000	50 000	50 000	50 000	50 000	35.7%	18.2%	50 000	50 000	50 000	-	22.4%
of which:												
Dividends from the Industrial Development Corporation	20 000	50 000	50 000	50 000	50 000	35.7%	18.2%	50 000	50 000	50 000	-	22.4%
Sales of capital assets	-	487	10	-	-	-	0.1%	360	400	-	-	0.1%
Transactions in financial assets and liabilities	89 580	59 876	68 584	69 240	77 240	-4.8%	31.6%	70 033	69 075	92 268	6.1%	34.6%
<b>Total</b>	<b>235 428</b>	<b>274 206</b>	<b>220 060</b>	<b>195 864</b>	<b>203 859</b>	<b>-4.7%</b>	<b>100.0%</b>	<b>222 746</b>	<b>221 334</b>	<b>244 302</b>	<b>6.2%</b>	<b>100.0%</b>

## Programme 1: Administration

### Programme purpose

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

### Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22			2022/23
R million												
Ministry	44.5	49.3	60.4	65.2	13.6%	6.5%	66.0	69.7	74.2	4.4%	7.4%	
Office of the Director-General	78.1	71.6	73.2	97.6	7.7%	9.5%	98.2	103.8	110.0	4.1%	11.1%	
Corporate Management Services	492.0	547.0	554.9	576.6	5.4%	64.3%	516.2	549.4	573.1	-0.2%	60.0%	
Office Accommodation	2.6	2.3	2.4	2.6	-0.5%	0.3%	6.0	6.6	6.8	38.9%	0.6%	
Financial Management Services	73.3	81.1	78.1	85.6	5.3%	9.4%	91.4	96.8	101.0	5.7%	10.1%	
Marketing Communication and Media Relations	70.2	76.1	93.3	96.5	11.2%	10.0%	95.8	100.9	105.1	2.9%	10.8%	
<b>Total</b>	<b>760.7</b>	<b>827.4</b>	<b>862.3</b>	<b>924.1</b>	<b>6.7%</b>	<b>100.0%</b>	<b>873.6</b>	<b>927.2</b>	<b>970.3</b>	<b>1.6%</b>	<b>100.0%</b>	
Change to 2019				30.3			(22.9)	(22.5)	(18.9)			
Budget estimate												

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

Economic classification	Audited outcome			Adjusted appropriation 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%) 2016/17 - 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
	R million										
<b>Current payments</b>	<b>746.2</b>	<b>801.2</b>	<b>844.5</b>	<b>913.3</b>	<b>7.0%</b>	<b>97.9%</b>	<b>860.3</b>	<b>912.8</b>	<b>955.0</b>	<b>1.5%</b>	<b>98.5%</b>
Compensation of employees	292.1	304.8	308.9	331.4	4.3%	36.7%	338.0	358.7	376.0	4.3%	38.0%
Goods and services <sup>1</sup>	454.1	496.5	535.6	581.9	8.6%	61.3%	522.3	554.1	579.0	-0.2%	60.5%
<i>of which:</i>											
Advertising	14.7	19.4	24.1	19.6	9.9%	2.3%	26.4	27.9	28.9	13.9%	2.8%
Computer services	15.2	43.4	34.7	39.2	37.2%	3.9%	29.3	31.0	33.0	-5.6%	3.6%
Legal services	32.9	13.8	13.2	19.1	-16.5%	2.3%	24.4	27.7	30.5	16.9%	2.8%
Contractors	6.6	13.3	20.1	19.0	42.2%	1.7%	22.5	23.1	23.9	7.8%	2.4%
Operating leases	284.9	304.0	324.3	328.3	4.8%	36.8%	268.9	283.2	293.6	-3.6%	31.8%
Travel and subsistence	21.3	22.5	31.9	38.4	21.7%	3.4%	44.5	48.7	52.8	11.2%	5.0%
<b>Transfers and subsidies<sup>1</sup></b>	<b>2.7</b>	<b>0.7</b>	<b>0.8</b>	<b>0.3</b>	<b>-51.7%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Households	2.7	0.7	0.8	0.3	-51.7%	0.1%	-	-	-	-100.0%	-
<b>Payments for capital assets</b>	<b>11.8</b>	<b>24.4</b>	<b>17.0</b>	<b>10.5</b>	<b>-3.8%</b>	<b>1.9%</b>	<b>13.3</b>	<b>14.5</b>	<b>15.3</b>	<b>13.4%</b>	<b>1.4%</b>
Machinery and equipment	6.2	16.2	16.9	7.7	7.7%	1.4%	10.4	11.4	12.1	16.2%	1.1%
Software and other intangible assets	5.6	8.2	0.1	2.8	-20.8%	0.5%	2.9	3.1	3.2	4.8%	0.3%
<b>Payments for financial assets</b>	<b>-</b>	<b>1.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>760.7</b>	<b>827.4</b>	<b>862.3</b>	<b>924.1</b>	<b>6.7%</b>	<b>100.0%</b>	<b>873.6</b>	<b>927.2</b>	<b>970.3</b>	<b>1.6%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>6.9%</b>	<b>8.2%</b>	<b>8.2%</b>	<b>8.4%</b>	<b>-</b>	<b>-</b>	<b>7.9%</b>	<b>9.2%</b>	<b>9.3%</b>	<b>-</b>	<b>-</b>

**Details of transfers and subsidies**

<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>2.4</b>	<b>0.5</b>	<b>0.7</b>	<b>0.3</b>	<b>-49.6%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee social benefits	2.3	0.4	0.6	0.2	-59.5%	0.1%	-	-	-	-100.0%	-
Households	0.1	0.1	0.0	0.2	39.7%	-	-	-	-	-100.0%	-
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Employee social benefits	-	0.1	-	-	-	-	-	-	-	-	-
Gifts and donations	0.1	0.1	0.1	-	-100.0%	-	-	-	-	-	-

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

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

Salary level	Number of posts estimated for 31 March 2020		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%) 2019/20 - 2022/23	Average: Salary level/Total (%)			
			2018/19		2019/20		2020/21		2021/22		2022/23								
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
<b>Administration</b>	<b>453</b>	<b>20</b>	<b>472</b>	<b>308.9</b>	<b>0.7</b>	<b>474</b>	<b>331.4</b>	<b>0.7</b>	<b>464</b>	<b>338.0</b>	<b>0.7</b>	<b>460</b>	<b>358.7</b>	<b>0.8</b>	<b>454</b>	<b>376.0</b>	<b>0.8</b>	<b>-1.4%</b>	<b>100.0%</b>
1-6	48	15	107	28.0	0.3	107	30.1	0.3	108	32.7	0.3	105	34.2	0.3	104	36.2	0.3	-0.9%	22.9%
7-10	193	-	196	100.6	0.5	198	108.9	0.5	196	115.5	0.6	195	122.8	0.6	196	132.1	0.7	-0.3%	42.4%
11-12	88	3	102	89.0	0.9	102	94.9	0.9	99	98.0	1.0	99	104.2	1.1	93	104.0	1.1	-3.0%	21.2%
13-16	121	2	63	82.6	1.3	63	88.2	1.4	58	83.8	1.4	58	89.1	1.5	58	94.7	1.6	-2.7%	12.8%
Other	3	-	4	8.8	2.2	4	9.4	2.3	3	7.9	2.6	3	8.4	2.8	3	9.0	3.0	-9.1%	0.7%

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

2. Rand million.

**Programme 2: Trade Policy, Negotiations and Cooperation****Programme purpose**

Build an equitable global trading system that facilitates development by strengthening trade and investment links with key economies and fostering African development, including regional and continental integration and development cooperation, in line with the New Partnership for Africa's Development.

## Objectives

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

## Subprogrammes

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

## Expenditure trends and estimates

**Table 39.8 Trade Policy, Negotiations and Cooperation expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation 2019/20	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19		2016/17 - 2019/20	2020/21	2021/22	2022/23			
R million											
International Trade Development	98.9	99.3	103.3	109.5	3.4%	83.9%	113.9	120.3	125.6	4.7%	84.5%
African Multilateral Economic Development	17.1	21.8	18.7	21.0	7.0%	16.1%	20.0	21.9	22.9	3.0%	15.5%
<b>Total</b>	<b>116.0</b>	<b>121.1</b>	<b>122.1</b>	<b>130.4</b>	<b>4.0%</b>	<b>100.0%</b>	<b>134.0</b>	<b>142.2</b>	<b>148.6</b>	<b>4.4%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				0.0			(0.6)	(0.8)	0.3		
<b>Economic classification</b>											
<b>Current payments</b>	<b>92.4</b>	<b>99.0</b>	<b>99.7</b>	<b>101.6</b>	<b>3.2%</b>	<b>80.2%</b>	<b>103.4</b>	<b>110.0</b>	<b>115.2</b>	<b>4.3%</b>	<b>77.5%</b>
Compensation of employees	74.2	75.6	77.1	81.9	3.3%	63.0%	82.6	88.0	92.4	4.1%	62.1%
Goods and services <sup>1</sup>	18.2	23.4	22.7	19.7	2.6%	17.2%	20.8	22.0	22.8	5.0%	15.4%
<i>of which:</i>											
<i>Communication</i>	0.4	0.2	0.7	0.6	11.4%	0.4%	0.8	0.7	0.7	4.9%	0.5%
<i>Legal services</i>	0.3	–	0.4	1.0	49.9%	0.3%	1.7	2.1	2.2	31.1%	1.2%
<i>Contractors</i>	0.0	0.9	1.0	0.7	220.3%	0.5%	0.6	0.6	0.6	-4.2%	0.4%
<i>Rental and hiring</i>	0.1	0.7	0.5	0.1	-2.6%	0.3%	0.3	0.8	0.8	88.1%	0.4%
<i>Travel and subsistence</i>	12.6	19.5	16.7	15.7	7.5%	13.2%	14.1	14.4	14.9	-1.6%	10.6%
<i>Venues and facilities</i>	1.7	0.9	2.3	0.4	-37.5%	1.1%	2.2	2.5	2.5	84.0%	1.4%
<b>Transfers and subsidies<sup>1</sup></b>	<b>23.0</b>	<b>22.1</b>	<b>22.3</b>	<b>28.2</b>	<b>7.1%</b>	<b>19.5%</b>	<b>29.7</b>	<b>31.3</b>	<b>32.5</b>	<b>4.9%</b>	<b>21.9%</b>
Departmental agencies and accounts	1.1	1.2	1.3	1.3	5.5%	1.0%	1.4	1.4	1.5	4.2%	1.0%
Foreign governments and international organisations	17.7	16.5	16.2	22.0	7.5%	14.8%	23.2	24.5	25.4	4.9%	17.1%
Public corporations and private enterprises	4.2	4.4	4.6	4.9	5.5%	3.7%	5.2	5.4	5.6	4.9%	3.8%
Households	–	0.1	0.3	–	–	0.1%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0.7</b>	<b>–</b>	<b>–</b>	<b>0.7</b>	<b>0.9%</b>	<b>0.3%</b>	<b>0.8</b>	<b>0.8</b>	<b>0.9</b>	<b>6.9%</b>	<b>0.6%</b>
Machinery and equipment	0.7	–	–	0.7	0.9%	0.3%	0.8	0.8	0.9	6.9%	0.6%
<b>Total</b>	<b>116.0</b>	<b>121.1</b>	<b>122.1</b>	<b>130.4</b>	<b>4.0%</b>	<b>100.0%</b>	<b>134.0</b>	<b>142.2</b>	<b>148.6</b>	<b>4.4%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>1.1%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>–</b>	<b>–</b>	<b>1.2%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
Households											
Social benefits											
Current	–	0.1	0.3	–	–	0.1%	–	–	–	–	–
Employee social benefits	–	0.1	0.3	–	–	0.1%	–	–	–	–	–
Departmental agencies and accounts											
Departmental agencies (non-business entities)											

**Table 39.8 Trade Policy, Negotiations and Cooperation expenditure trends and estimates by subprogramme and economic classification**

Details of transfers and subsidies			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
Audited outcome						2019/20	2016/17 - 2019/20	2020/21			2021/22
R million	2016/17	2017/18	2018/19	2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23	
<b>Current</b>	<b>1.1</b>	<b>1.2</b>	<b>1.3</b>	<b>1.3</b>	<b>5.5%</b>	<b>1.0%</b>	<b>1.4</b>	<b>1.4</b>	<b>1.5</b>	<b>4.2%</b>	<b>1.0%</b>
Council for Geoscience	1.1	1.2	1.3	1.3	5.5%	1.0%	1.4	1.4	1.5	4.2%	1.0%
<b>Foreign governments and international organisations</b>	<b>17.7</b>	<b>16.5</b>	<b>16.2</b>	<b>22.0</b>	<b>7.5%</b>	<b>14.8%</b>	<b>23.2</b>	<b>24.5</b>	<b>25.4</b>	<b>4.9%</b>	<b>17.1%</b>
Organisation for the Prohibition of Chemical Weapons	3.5	3.5	2.9	5.8	18.0%	3.2%	6.1	6.4	6.7	4.9%	4.5%
World Trade Organisation	14.2	12.9	13.3	16.2	4.6%	11.6%	17.1	18.0	18.7	4.9%	12.6%
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>	<b>2.9</b>	<b>3.1</b>	<b>3.3</b>	<b>3.5</b>	<b>5.5%</b>	<b>2.6%</b>	<b>3.6</b>	<b>3.8</b>	<b>4.0</b>	<b>4.9%</b>	<b>2.7%</b>
Protechnik Laboratories: Operations	2.9	3.1	3.3	3.5	5.5%	2.6%	3.6	3.8	4.0	4.9%	2.7%
<b>Capital</b>	<b>1.2</b>	<b>1.3</b>	<b>1.4</b>	<b>1.4</b>	<b>5.5%</b>	<b>1.1%</b>	<b>1.5</b>	<b>1.6</b>	<b>1.7</b>	<b>4.9%</b>	<b>1.1%</b>
Protechnik Laboratories: Capital	1.2	1.3	1.4	1.4	5.5%	1.1%	1.5	1.6	1.7	4.9%	1.1%

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

## Personnel information

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

Number of posts estimated for 31 March 2020		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
		2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23						
Salary level		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Trade Policy, Negotiations and Cooperation		95	77.1	0.8	95	81.9	0.9	89	82.6	0.9	89	88.0	1.0	88	92.4	1.0	-2.5%	100.0%
1-6	1	1	0.3	0.3	1	0.3	0.3	1	0.3	0.3	1	0.4	0.4	1	0.4	0.4	-	1.1%
7-10	40	40	22.9	0.6	39	24.0	0.6	36	24.2	0.7	36	25.9	0.7	36	27.7	0.8	-2.6%	40.7%
11-12	26	26	21.9	0.8	26	23.4	0.9	24	22.9	1.0	24	24.4	1.0	24	25.9	1.1	-2.6%	27.1%
13-16	28	28	32.0	1.1	29	34.2	1.2	28	35.2	1.3	28	37.4	1.3	27	38.4	1.4	-2.4%	31.0%

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

2. Rand million.

## Programme 3: Spatial Industrial Development and Economic Transformation

### Programme purpose

Drive economic transformation and increase participation in industrialisation.

### Objectives

- Facilitate broad-based economic participation through the implementation of the Broad-Based Black Economic Empowerment Amendment Act (2013) by implementing the black industrialist programme's framework and action plan on an ongoing basis.
- Facilitate the transformation of the economy to promote industrial development, investment, competitiveness and employment creation by implementing a strategy for special economic zones and revitalising 27 industrial parks by March 2023.

### Subprogrammes

- *Enterprise Competitiveness* fosters and stimulates industrialisation and structural change through the development and deployment of technologies and skills for the department's economic programmes.
- *Equity and Empowerment* promotes broad-based black economic empowerment (BEE) and the growth of the industrial base through the black industrialist programme.

- *Regional Industrial Development* promotes regional industrial development through policies, strategies and programmes such as special economic zones and industrial parks, among others.

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation 2019/20	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average Expenditure/ Total (%)
	2016/17	2017/18	2018/19		2016/17 - 2019/20	2020/21	2021/22	2022/23			
R million											
Enterprise Competitiveness	24.9	25.0	30.7	49.3	25.5%	27.3%	29.7	31.5	33.0	-12.5%	20.3%
Equity and Empowerment	32.2	32.0	47.6	66.1	27.1%	37.4%	94.4	99.7	103.5	16.1%	51.5%
Regional Industrial Development	40.5	38.7	43.6	44.6	3.3%	35.2%	47.8	53.0	53.6	6.3%	28.2%
<b>Total</b>	<b>97.6</b>	<b>95.7</b>	<b>122.0</b>	<b>160.0</b>	<b>17.9%</b>	<b>100.0%</b>	<b>171.9</b>	<b>184.3</b>	<b>190.1</b>	<b>5.9%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				(11.5)			(9.7)	(8.9)	(10.3)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>74.5</b>	<b>82.8</b>	<b>108.2</b>	<b>126.6</b>	<b>19.3%</b>	<b>82.5%</b>	<b>157.7</b>	<b>169.2</b>	<b>174.6</b>	<b>11.3%</b>	<b>88.9%</b>
Compensation of employees	60.3	66.3	73.8	79.0	9.4%	58.8%	82.2	88.3	91.8	5.1%	48.3%
Goods and services <sup>1</sup>	14.1	16.5	34.4	47.5	49.8%	23.7%	75.5	81.0	82.8	20.3%	40.6%
<i>of which:</i>											
Computer services	–	–	0.0	0.5	–	0.1%	5.0	5.3	5.6	122.2%	2.3%
Consultants: Business and advisory services	4.2	1.8	9.5	5.2	7.0%	4.4%	14.0	14.5	16.8	48.0%	7.1%
Legal services	0.6	0.2	0.0	1.9	49.5%	0.6%	5.2	5.4	5.8	45.8%	2.6%
Operating leases	0.1	0.2	3.8	3.6	224.6%	1.6%	13.7	14.4	15.4	62.1%	6.7%
Travel and subsistence	6.8	9.9	10.8	15.6	32.3%	9.1%	11.6	12.6	11.4	-9.9%	7.3%
Operating payments	0.2	0.7	1.3	2.2	122.3%	0.9%	3.9	4.6	4.3	25.7%	2.1%
<b>Transfers and subsidies<sup>1</sup></b>	<b>11.7</b>	<b>12.5</b>	<b>11.9</b>	<b>32.9</b>	<b>41.3%</b>	<b>14.5%</b>	<b>13.7</b>	<b>14.6</b>	<b>15.0</b>	<b>-23.1%</b>	<b>10.8%</b>
Departmental agencies and accounts	8.5	8.9	9.2	31.0	53.8%	12.1%	10.1	10.8	11.0	-29.1%	8.9%
Public corporations and private enterprises	1.7	1.7	1.8	1.9	5.5%	1.5%	2.0	2.1	2.2	4.2%	1.2%
Non-profit institutions	1.0	1.5	–	–	-100.0%	0.5%	1.6	1.7	1.8	–	0.7%
Households	0.5	0.3	0.8	–	-100.0%	0.3%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>1.7</b>	<b>0.4</b>	<b>1.5</b>	<b>0.5</b>	<b>-35.5%</b>	<b>0.9%</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>5.6%</b>	<b>0.3%</b>
Machinery and equipment	1.1	0.4	0.5	0.5	-23.9%	0.5%	0.5	0.5	0.5	5.6%	0.3%
Software and other intangible assets	0.7	0.0	1.0	–	-100.0%	0.4%	–	–	–	–	–
<b>Payments for financial assets</b>	<b>9.7</b>	<b>–</b>	<b>0.4</b>	<b>–</b>	<b>-100.0%</b>	<b>2.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>97.6</b>	<b>95.7</b>	<b>122.0</b>	<b>160.0</b>	<b>17.9%</b>	<b>100.0%</b>	<b>171.9</b>	<b>184.3</b>	<b>190.1</b>	<b>5.9%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.9%</b>	<b>0.9%</b>	<b>1.2%</b>	<b>1.5%</b>	<b>–</b>	<b>–</b>	<b>1.6%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.3</b>	<b>0.2</b>	<b>0.7</b>	<b>–</b>	<b>-100.0%</b>	<b>0.3%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Employee social benefits	0.3	0.2	0.7	–	-100.0%	0.3%	–	–	–	–	–
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>–</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Gifts and donations	0.2	0.1	0.1	–	-100.0%	0.1%	–	–	–	–	–
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>8.5</b>	<b>8.9</b>	<b>9.2</b>	<b>31.0</b>	<b>53.8%</b>	<b>12.1%</b>	<b>10.1</b>	<b>10.8</b>	<b>11.0</b>	<b>-29.1%</b>	<b>8.9%</b>
National Productivity Institute	8.5	8.9	9.2	31.0	53.8%	12.1%	10.1	10.8	11.0	-29.1%	8.9%
<b>Non-profit institutions</b>											
<b>Current</b>	<b>1.0</b>	<b>1.5</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>0.5%</b>	<b>1.6</b>	<b>1.7</b>	<b>1.8</b>	<b>–</b>	<b>0.7%</b>
Black Business Council	1.0	1.5	–	–	-100.0%	0.5%	1.6	1.7	1.8	–	0.7%
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>1.7</b>	<b>1.7</b>	<b>1.8</b>	<b>1.9</b>	<b>5.5%</b>	<b>1.5%</b>	<b>2.0</b>	<b>2.1</b>	<b>2.2</b>	<b>4.2%</b>	<b>1.2%</b>
Council for Scientific and Industrial Research	1.7	1.7	1.8	1.9	5.5%	1.5%	2.0	2.1	2.2	4.2%	1.2%

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

## Personnel information

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

Number of posts estimated for 31 March 2020		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23							
		Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost	Number	Unit cost								
Spatial Industrial Development and Economic Transformation																			
Salary level																			
	104	8	112	73.8	0.7	112	79.0	0.7	106	82.2	0.8	108	88.3	0.8	104	91.8	0.9	-2.4%	100.0%
1 – 6	22	7	29	5.6	0.2	29	6.2	0.2	24	5.9	0.2	26	7.0	0.3	24	6.7	0.3	-6.1%	24.0%
7 – 10	30	–	30	16.5	0.5	30	17.7	0.6	30	18.9	0.6	30	20.2	0.7	28	20.1	0.7	-2.3%	27.4%
11 – 12	26	–	26	21.8	0.8	26	23.3	0.9	26	24.8	1.0	26	26.3	1.0	26	28.0	1.1	–	24.2%
13 – 16	26	1	27	29.9	1.1	27	31.9	1.2	26	32.7	1.3	26	34.8	1.3	26	36.9	1.4	-1.3%	24.4%

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

2. Rand million.

## Programme 4: Industrial Competitiveness and Growth

### Programme purpose

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

### Objectives

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

### Subprogrammes

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

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%) 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
R million											
Industrial Competitiveness	759.3	898.7	1 015.8	1 067.8	12.0%	48.7%	954.5	1 010.5	1 030.4	-1.2%	52.2%
Customised Sector Programmes	963.0	940.2	1 002.8	1 033.0	2.4%	51.3%	1 037.6	800.2	845.0	-6.5%	47.8%
<b>Total</b>	<b>1 722.2</b>	<b>1 838.8</b>	<b>2 018.6</b>	<b>2 100.8</b>	<b>6.8%</b>	<b>100.0%</b>	<b>1 992.1</b>	<b>1 810.7</b>	<b>1 875.4</b>	<b>-3.7%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				(0.0)			(66.1)	(49.9)	(55.3)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>112.0</b>	<b>120.3</b>	<b>121.6</b>	<b>142.5</b>	<b>8.4%</b>	<b>6.5%</b>	<b>143.1</b>	<b>153.3</b>	<b>157.0</b>	<b>3.3%</b>	<b>7.7%</b>
Compensation of employees	101.9	110.7	110.6	123.0	6.5%	5.8%	124.2	133.5	136.6	3.5%	6.6%
Goods and services <sup>1</sup>	10.1	9.6	11.0	19.5	24.3%	0.7%	18.9	19.8	20.4	1.6%	1.0%
<i>of which:</i>											
Administrative fees	–	0.4	0.3	0.9	–	–	0.9	0.5	0.5	-15.9%	–
Communication	0.4	0.1	0.3	0.5	11.2%	–	0.8	0.8	0.8	15.8%	–
Consultants: Business and advisory services	1.0	–	0.0	2.4	33.8%	–	1.3	1.3	1.3	-18.1%	0.1%
Travel and subsistence	6.2	6.9	7.8	12.7	26.8%	0.4%	10.7	11.5	12.3	-1.0%	0.6%
Operating payments	1.6	0.9	1.2	1.1	-11.7%	0.1%	3.5	3.7	3.3	43.5%	0.1%
Venues and facilities	0.3	0.7	0.5	0.3	0.9%	–	0.8	0.9	0.9	51.6%	–
<b>Transfers and subsidies<sup>1</sup></b>	<b>1 609.7</b>	<b>1 718.5</b>	<b>1 897.0</b>	<b>1 957.3</b>	<b>6.7%</b>	<b>93.5%</b>	<b>1 848.1</b>	<b>1 656.3</b>	<b>1 717.3</b>	<b>-4.3%</b>	<b>92.3%</b>
Departmental agencies and accounts	372.8	411.9	409.9	416.2	3.7%	21.0%	431.3	456.1	471.7	4.3%	22.8%
Foreign governments and international organisations	7.6	7.7	6.8	9.6	8.0%	0.4%	10.1	10.7	11.0	4.9%	0.5%
Public corporations and private enterprises	1 067.0	1 126.6	1 277.5	1 352.6	8.2%	62.8%	1 251.7	1 023.0	1 066.8	-7.6%	60.3%
Non-profit institutions	162.1	172.3	202.4	178.9	3.3%	9.3%	155.0	166.6	167.8	-2.1%	8.6%
Households	0.2	0.1	0.4	–	-100.0%	–	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0.6</b>	<b>–</b>	<b>–</b>	<b>0.9</b>	<b>18.9%</b>	<b>–</b>	<b>1.0</b>	<b>1.0</b>	<b>1.1</b>	<b>4.9%</b>	<b>0.1%</b>
Machinery and equipment	0.6	–	–	0.9	18.9%	–	1.0	1.0	1.1	4.9%	0.1%
<b>Total</b>	<b>1 722.2</b>	<b>1 838.8</b>	<b>2 018.6</b>	<b>2 100.8</b>	<b>6.8%</b>	<b>100.0%</b>	<b>1 992.1</b>	<b>1 810.7</b>	<b>1 875.4</b>	<b>-3.7%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>15.6%</b>	<b>18.1%</b>	<b>19.2%</b>	<b>19.1%</b>	<b>–</b>	<b>–</b>	<b>18.0%</b>	<b>17.9%</b>	<b>17.9%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.2</b>	<b>0.1</b>	<b>0.3</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Employee social benefits	0.2	0.1	0.3	–	-100.0%	–	–	–	–	–	–
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>–</b>	<b>0.0</b>	<b>0.1</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Gifts and donations	–	0.0	0.1	–	–	–	–	–	–	–	–
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>210.0</b>	<b>265.5</b>	<b>286.8</b>	<b>286.2</b>	<b>10.9%</b>	<b>13.7%</b>	<b>296.3</b>	<b>313.6</b>	<b>323.8</b>	<b>4.2%</b>	<b>15.7%</b>
South African National Accreditation System	22.2	30.3	31.0	31.7	12.6%	1.5%	32.7	34.5	35.8	4.2%	1.7%
National Metrology Institute of South Africa: Operations	101.4	106.5	109.7	115.1	4.3%	5.6%	119.4	126.9	130.2	4.2%	6.3%
National Regulator for Compulsory Specifications	86.4	128.7	146.1	139.5	17.3%	6.5%	144.2	152.2	157.8	4.2%	7.6%
<b>Capital</b>	<b>162.8</b>	<b>146.3</b>	<b>123.1</b>	<b>130.0</b>	<b>-7.2%</b>	<b>7.3%</b>	<b>135.0</b>	<b>142.5</b>	<b>147.9</b>	<b>4.4%</b>	<b>7.1%</b>
National Metrology Institute of South Africa	162.8	146.3	123.1	130.0	-7.2%	7.3%	135.0	142.5	147.9	4.4%	7.1%
<b>Non-profit institutions</b>											
<b>Current</b>	<b>162.1</b>	<b>172.3</b>	<b>202.4</b>	<b>178.9</b>	<b>3.3%</b>	<b>9.3%</b>	<b>155.0</b>	<b>166.6</b>	<b>167.8</b>	<b>-2.1%</b>	<b>8.6%</b>
Intsimbi future production technologies initiatives	74.1	75.8	116.1	88.3	6.0%	4.6%	68.7	73.9	76.6	-4.6%	4.0%
Automotive supply chain competitiveness initiative	15.0	13.1	8.0	8.8	-16.2%	0.6%	9.3	10.0	10.4	5.6%	0.5%
Trade and industrial policy strategies	22.7	24.4	27.1	27.8	6.9%	1.3%	20.3	22.2	23.2	-5.8%	1.2%
Centurion Aerospace Village	18.4	25.4	15.5	16.4	-3.9%	1.0%	17.3	18.6	14.2	-4.5%	0.9%
Proudly South African campaign	31.9	33.6	35.7	37.6	5.7%	1.8%	39.4	42.0	43.4	4.9%	2.1%

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

Details of transfers and subsidies	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22			2022/23	2019/20 - 2022/23
	R million							2019/20	2022/23				
<b>Foreign governments and international organisations</b>													
<b>Current</b>	7.6	7.7	6.8	9.6	8.0%	0.4%	10.1	10.7	11.0	4.9%	0.5%		
United Nations Industrial Development Organisation	6.0	6.0	5.1	7.6	8.2%	0.3%	8.0	8.4	8.7	4.9%	0.4%		
Treaty organisations for metrology	1.6	1.6	1.7	2.0	7.2%	0.1%	2.1	2.2	2.3	4.9%	0.1%		
<b>Public corporations and private enterprises</b>													
<b>Public corporations</b>													
<b>Other transfers to public corporations</b>													
<b>Current</b>	1 049.2	1 107.6	1 245.8	1 331.1	8.3%	61.6%	1 226.4	996.5	1 039.5	-7.9%	59.0%		
Industrial Development Corporation	758.3	723.4	803.6	838.4	3.4%	40.7%	823.2	608.0	636.6	-8.8%	37.4%		
Council for Scientific and Industrial Research: National Cleaner Production Centre	58.9	63.0	58.0	53.6	-3.1%	3.0%	60.3	27.1	28.2	-19.3%	2.2%		
Council for Scientific and Industrial Research: National foundry technology network	19.7	18.7	8.2	18.7	-1.7%	0.8%	23.6	25.2	26.3	12.0%	1.2%		
South African Bureau of Standards	212.4	302.5	375.9	420.4	25.6%	17.1%	319.4	336.3	348.4	-6.1%	18.3%		
<b>Capital</b>	17.8	19.0	31.8	21.6	6.6%	1.2%	25.3	26.5	27.4	8.3%	1.3%		
Council for Scientific and Industrial Research: Aerospace industry	17.8	19.0	31.8	21.6	6.6%	1.2%	25.3	26.5	27.4	8.3%	1.3%		

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

## Personnel information

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

Number of posts estimated for 31 March 2020		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		Unit cost	2019/20		Unit cost	2020/21		Unit cost	2021/22		Unit cost			2022/23		Unit cost	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20	2022/23	
Industrial Competitiveness and Growth																			
Salary level	127	5	131	110.6	0.8	136	123.0	0.9	131	124.2	0.9	133	133.5	1.0	130	136.6	1.1	-1.5%	100.0%
1-6	-	5	5	0.8	0.2	5	0.8	0.2	5	0.9	0.2	6	1.1	0.2	6	1.2	0.2	6.3%	4.2%
7-10	49	-	49	26.7	0.5	48	28.3	0.6	48	30.3	0.6	48	32.4	0.7	49	35.1	0.7	0.7%	36.4%
11-12	40	-	40	36.2	0.9	42	40.6	1.0	42	43.1	1.0	43	47.0	1.1	42	48.7	1.2	-	31.9%
13-16	38	-	37	46.9	1.3	41	53.3	1.3	36	49.9	1.4	36	53.0	1.5	33	51.6	1.6	-7.0%	27.5%

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

2. Rand million.

## Programme 5: Consumer and Corporate Regulation

### Programme purpose

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

### Objectives

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



- conducting assessments of the impact of the regulations on businesses and economic citizens.
- Create a business regulatory environment that promotes competitive, fair and efficient markets on an ongoing basis by:
  - developing and reviewing policies, bills and regulations
  - conducting assessments of the impact of the regulations on business and economic citizens.
- Provide access to redress for economic citizens to increase confidence in markets on an ongoing basis by:
  - conducting research on the impact of the current legislation on economic citizens
  - developing and reviewing related policies, bills and regulations
  - conducting assessments of the impact of the regulations on business and economic citizens.
- Promote the awareness of rights, duties and responsibilities to increase activism and public participation by conducting capacity-building sessions, workshops, and education and awareness campaigns on an ongoing basis.
- Share and exchange regulatory experience with partners and stakeholders nationally and internationally to promote simple, appropriate and effective regulatory solutions by holding consultations, seminars and conferences on policy issues on an ongoing basis.

### Subprogrammes

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

### Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R million					2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
Policy and Legislative Development	17.2	18.7	19.1	19.5	4.4%	5.9%	18.4	20.3	21.4	3.1%	5.6%
Enforcement and Compliance	40.3	39.9	39.9	47.4	5.6%	13.3%	49.4	53.2	56.2	5.9%	14.5%
Regulatory Services	237.9	240.1	264.9	272.8	4.7%	80.8%	274.5	290.4	301.1	3.3%	79.9%
<b>Total</b>	<b>295.4</b>	<b>298.7</b>	<b>323.8</b>	<b>339.8</b>	<b>4.8%</b>	<b>100.0%</b>	<b>342.3</b>	<b>363.9</b>	<b>378.8</b>	<b>3.7%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				11.4			(3.9)	(5.0)	(3.8)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>73.1</b>	<b>72.5</b>	<b>72.0</b>	<b>81.2</b>	<b>3.6%</b>	<b>23.7%</b>	<b>84.3</b>	<b>92.3</b>	<b>97.6</b>	<b>6.3%</b>	<b>24.9%</b>
Compensation of employees	59.6	58.6	54.7	61.1	0.8%	18.6%	63.6	70.6	75.1	7.1%	19.0%
Goods and services <sup>1</sup>	13.5	13.9	17.3	20.0	14.2%	5.1%	20.7	21.7	22.5	3.9%	6.0%
of which:											
Advertising	0.7	1.5	1.7	1.4	25.4%	0.4%	2.0	2.1	2.2	16.6%	0.5%
Catering: Departmental activities	0.3	0.6	1.0	0.8	35.6%	0.2%	0.8	0.8	0.9	5.2%	0.2%
Consultants: Business and advisory services	1.3	1.9	2.4	3.9	45.5%	0.8%	5.7	6.0	5.9	14.7%	1.5%
Legal services	3.7	3.0	3.5	3.5	-1.2%	1.1%	1.9	2.1	2.1	-15.4%	0.7%
Travel and subsistence	6.1	5.6	7.1	8.0	9.4%	2.1%	7.7	8.1	8.6	2.3%	2.3%
Operating payments	0.4	0.5	0.4	0.6	19.6%	0.1%	0.8	0.9	0.9	13.6%	0.2%

**Table 39.14 Consumer and Corporate Regulation 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 (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R million											
<b>Transfers and subsidies<sup>1</sup></b>	<b>222.2</b>	<b>226.2</b>	<b>251.9</b>	<b>258.5</b>	<b>5.2%</b>	<b>76.2%</b>	<b>257.9</b>	<b>271.4</b>	<b>281.0</b>	<b>2.8%</b>	<b>75.0%</b>
Departmental agencies and accounts	217.6	221.6	247.1	252.7	5.1%	74.7%	251.8	264.9	274.4	2.8%	73.3%
Foreign governments and international organisations	4.6	4.3	4.7	5.8	8.2%	1.5%	6.1	6.4	6.7	4.9%	1.8%
Households	0.1	0.3	0.1	–	-100.0%	–	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>	<b>5.7%</b>	<b>–</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>3.6%</b>	<b>–</b>
Machinery and equipment	0.1	0.0	0.0	0.2	5.7%	–	0.2	0.2	0.2	3.6%	–
<b>Total</b>	<b>295.4</b>	<b>298.7</b>	<b>323.8</b>	<b>339.8</b>	<b>4.8%</b>	<b>100.0%</b>	<b>342.3</b>	<b>363.9</b>	<b>378.8</b>	<b>3.7%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>2.7%</b>	<b>2.9%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>–</b>	<b>–</b>	<b>3.1%</b>	<b>3.6%</b>	<b>3.6%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Employee social benefits	0.1	0.2	0.1	–	-100.0%	–	–	–	–	–	–
<b>Households</b>											
<b>Other transfers to households</b>											
<b>Current</b>	<b>–</b>	<b>0.1</b>	<b>0.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Other transfers to households	–	0.1	0.0	–	–	–	–	–	–	–	–
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>217.6</b>	<b>221.6</b>	<b>247.1</b>	<b>252.7</b>	<b>5.1%</b>	<b>74.7%</b>	<b>251.8</b>	<b>264.9</b>	<b>274.4</b>	<b>2.8%</b>	<b>73.3%</b>
National Credit Regulator	69.6	73.1	75.4	86.6	7.6%	24.2%	82.3	86.8	90.0	1.3%	24.3%
National Gambling Board	30.1	31.6	32.6	33.8	3.9%	10.2%	35.1	37.3	38.2	4.2%	10.1%
National Consumer Tribunal	46.2	48.5	52.7	56.6	7.1%	16.2%	54.9	57.0	59.1	1.4%	16.0%
National Consumer Commission	56.6	52.6	69.7	58.3	1.0%	18.9%	61.3	64.6	67.1	4.8%	17.6%
Companies Tribunal	15.1	15.8	16.7	17.4	4.8%	5.2%	18.2	19.2	20.0	4.8%	5.2%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>4.6</b>	<b>4.3</b>	<b>4.7</b>	<b>5.8</b>	<b>8.2%</b>	<b>1.5%</b>	<b>6.1</b>	<b>6.4</b>	<b>6.7</b>	<b>4.9%</b>	<b>1.8%</b>
World Intellectual Property Organisation	4.6	4.3	4.7	5.8	8.2%	1.5%	6.1	6.4	6.7	4.9%	1.8%

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

## Personnel information

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

Number of posts estimated for 31 March 2020			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
			2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23						
Consumer and Corporate Regulation			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	67	3	70	54.7	0.8	72	61.1	0.8	69	63.6	0.9	72	70.6	1.0	72	75.1	1.0	–	100.0%
1–6	2	3	5	0.7	0.1	5	0.8	0.2	4	0.7	0.2	4	0.7	0.2	4	0.8	0.2	-7.2%	6.0%
7–10	30	–	30	13.9	0.5	29	14.3	0.5	27	14.0	0.5	29	16.4	0.6	29	17.5	0.6	–	40.0%
11–12	10	–	10	8.8	0.9	12	11.3	0.9	12	12.1	1.0	12	12.8	1.1	12	13.6	1.1	–	16.8%
13–16	25	–	25	31.2	1.2	26	34.7	1.3	26	36.9	1.4	27	40.7	1.5	27	43.2	1.6	1.3%	37.2%

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

2. Rand million.

## Programme 6: Industrial Financing

### Programme purpose

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

## Objectives

- Support industrial development that enhances productivity and bolsters competitiveness on an ongoing basis by:
  - designing, administering, monitoring and evaluating incentive programmes based on industrial policies and sector strategies
  - providing financial support in labour-intensive sectors.
- Contribute to the accelerated growth of manufacturing and internationally traded services over the medium term by administering infrastructure development programmes through the provision of infrastructure support to industrial parks, the critical infrastructure programme and special economic zones fund.

## Subprogrammes

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

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R million											
Broadening Participation and Industrial Incentives	25.5	41.9	33.8	46.6	22.2%	0.6%	76.2	80.4	83.4	21.4%	1.3%
Manufacturing Incentives	4 361.5	2 924.5	3 325.2	3 607.9	-6.1%	59.2%	3 766.5	2 388.0	2 482.1	-11.7%	54.8%
Services Investment Incentives	814.2	821.6	840.7	823.2	0.4%	13.7%	717.9	757.6	785.7	-1.5%	13.8%
Infrastructure Investment Support	1 660.2	1 780.3	1 328.9	1 430.5	-4.8%	25.8%	1 450.1	1 797.5	1 866.0	9.3%	29.3%
Product and Systems Development	15.4	14.0	13.8	21.8	12.4%	0.3%	23.3	24.8	25.7	5.6%	0.4%
Strategic Partnership and Customer Care	18.4	18.2	18.3	23.5	8.6%	0.3%	25.1	26.7	27.7	5.6%	0.5%
<b>Total</b>	<b>6 895.2</b>	<b>5 600.5</b>	<b>5 560.7</b>	<b>5 953.6</b>	<b>-4.8%</b>	<b>100.0%</b>	<b>6 059.1</b>	<b>5 074.9</b>	<b>5 270.6</b>	<b>-4.0%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				(72.5)			(495.1)	(431.5)	(446.5)		

**Table 39.16 Industrial Financing 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 (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R million											
<b>Current payments</b>	<b>141.6</b>	<b>151.8</b>	<b>165.4</b>	<b>185.7</b>	<b>9.5%</b>	<b>2.7%</b>	<b>189.4</b>	<b>196.1</b>	<b>205.8</b>	<b>3.5%</b>	<b>3.5%</b>
Compensation of employees	126.8	131.9	137.9	153.7	6.6%	2.3%	159.4	164.3	172.1	3.8%	2.9%
Goods and services <sup>1</sup>	14.8	19.9	27.4	32.0	29.4%	0.4%	30.0	31.8	33.7	1.7%	0.6%
of which:											
Communication	0.3	0.1	0.3	0.6	29.9%	–	0.8	0.8	0.8	11.4%	–
Consultants: Business and advisory services	2.8	7.3	8.7	12.4	65.0%	0.1%	10.1	10.8	11.9	-1.5%	0.2%
Legal services	1.4	2.5	5.6	4.0	41.9%	0.1%	4.2	4.4	4.6	4.9%	0.1%
Operating leases	0.9	1.0	1.1	0.9	1.9%	–	1.0	1.1	1.1	5.7%	–
Travel and subsistence	8.8	8.1	10.5	11.4	8.9%	0.2%	11.2	11.7	12.2	2.3%	0.2%
Venues and facilities	–	0.1	0.3	0.9	–	–	1.0	1.0	1.1	4.9%	–
<b>Transfers and subsidies<sup>1</sup></b>	<b>6 753.1</b>	<b>5 448.7</b>	<b>5 395.2</b>	<b>5 765.6</b>	<b>-5.1%</b>	<b>97.3%</b>	<b>5 855.5</b>	<b>4 863.8</b>	<b>5 049.2</b>	<b>-4.3%</b>	<b>96.3%</b>
Departmental agencies and accounts	256.0	84.0	–	–	-100.0%	1.4%	–	–	–	–	–
Public corporations and private enterprises	6 496.9	5 364.2	5 394.9	5 764.7	-3.9%	95.9%	5 854.5	4 862.8	5 048.2	-4.3%	96.3%
Households	0.2	0.5	0.3	0.9	58.3%	–	0.9	1.0	1.0	5.2%	–
<b>Payments for capital assets</b>	<b>0.5</b>	<b>0.0</b>	<b>0.1</b>	<b>2.3</b>	<b>70.7%</b>	<b>–</b>	<b>14.3</b>	<b>15.0</b>	<b>15.6</b>	<b>88.2%</b>	<b>0.2%</b>
Machinery and equipment	0.5	0.0	0.1	2.3	70.7%	–	2.2	2.3	2.4	1.2%	–
Software and other intangible assets	–	–	–	–	–	–	12.1	12.7	13.2	–	0.2%
<b>Payments for financial assets</b>	<b>–</b>	<b>0.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total</b>	<b>6 895.2</b>	<b>5 600.5</b>	<b>5 560.7</b>	<b>5 953.6</b>	<b>-4.8%</b>	<b>100.0%</b>	<b>6 059.1</b>	<b>5 074.9</b>	<b>5 270.6</b>	<b>-4.0%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>62.6%</b>	<b>55.2%</b>	<b>52.9%</b>	<b>54.1%</b>	<b>–</b>	<b>–</b>	<b>54.7%</b>	<b>50.3%</b>	<b>50.2%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.2</b>	<b>0.5</b>	<b>0.3</b>	<b>0.9</b>	<b>58.3%</b>	<b>–</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>5.2%</b>	<b>–</b>
Employee social benefits	0.2	0.5	0.3	0.9	58.3%	–	0.9	1.0	1.0	5.2%	–
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>256.0</b>	<b>84.0</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>1.4%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
National Research Foundation	256.0	84.0	–	–	-100.0%	1.4%	–	–	–	–	–
<b>Public corporations and private enterprises</b>											
<b>Private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	<b>205.2</b>	<b>198.6</b>	<b>252.0</b>	<b>281.9</b>	<b>11.2%</b>	<b>3.9%</b>	<b>309.3</b>	<b>326.3</b>	<b>338.5</b>	<b>6.3%</b>	<b>5.6%</b>
Various institutions: Export market and investment assistance	184.4	162.4	223.6	240.5	9.3%	3.4%	238.5	251.6	261.0	2.8%	4.4%
Various institutions: Support programme for industrial innovation	20.8	36.2	28.4	41.4	25.9%	0.5%	70.8	74.7	77.5	23.2%	1.2%
<b>Capital</b>	<b>64.2</b>	<b>38.8</b>	<b>68.1</b>	<b>122.9</b>	<b>24.2%</b>	<b>1.2%</b>	<b>121.9</b>	<b>128.6</b>	<b>133.4</b>	<b>2.8%</b>	<b>2.3%</b>
Various institutions: Critical infrastructure programme	64.2	38.8	68.1	122.9	24.2%	1.2%	121.9	128.6	133.4	2.8%	2.3%
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>250.0</b>	<b>250.0</b>	<b>300.0</b>	<b>–</b>	<b>-100.0%</b>	<b>3.3%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Industrial Development Corporation: Industrial financing	250.0	250.0	300.0	–	-100.0%	3.3%	–	–	–	–	–
<b>Capital</b>	<b>1 535.8</b>	<b>1 705.7</b>	<b>1 242.2</b>	<b>1 296.3</b>	<b>-5.5%</b>	<b>24.1%</b>	<b>1 316.2</b>	<b>1 655.6</b>	<b>1 718.3</b>	<b>9.8%</b>	<b>26.8%</b>
Various institutions: Critical infrastructure programme	125.8	140.3	83.0	200.0	16.7%	2.3%	153.1	130.9	135.4	-12.2%	2.8%
Various institutions: Special economic zones	1 410.0	1 565.4	1 159.1	1 096.3	-8.0%	21.8%	1 163.2	1 524.7	1 582.9	13.0%	24.0%
<b>Public corporations and private enterprises</b>											
<b>Private enterprises</b>											
<b>Private enterprises (subsidies on products and production)</b>											
<b>Current</b>	<b>4 441.7</b>	<b>3 171.1</b>	<b>3 532.6</b>	<b>4 063.6</b>	<b>-2.9%</b>	<b>63.3%</b>	<b>4 107.1</b>	<b>2 752.3</b>	<b>2 858.1</b>	<b>-11.1%</b>	<b>61.6%</b>
Various institutions: Services sector development incentives	801.0	812.5	831.3	805.0	0.2%	13.5%	698.6	737.0	764.4	-1.7%	13.4%
Various institutions: Manufacturing development incentives	3 590.7	2 338.3	2 700.4	3 258.6	-3.2%	49.5%	3 408.5	2 015.3	2 093.7	-13.7%	48.2%
Various institutions: Industrial development zones - other	50.0	20.2	0.9	–	-100.0%	0.3%	–	–	–	–	–

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

## Personnel information

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

Number of posts estimated for 31 March 2020			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
			2018/19			2019/20			2020/21		2021/22		2022/23				2019/20 - 2022/23		
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				Number	Cost
<b>Industrial Financing</b>																			
<b>Salary level</b>	<b>188</b>	<b>12</b>	<b>200</b>	<b>137.9</b>	<b>0.7</b>	<b>209</b>	<b>153.7</b>	<b>0.7</b>	<b>203</b>	<b>159.4</b>	<b>0.8</b>	<b>197</b>	<b>164.3</b>	<b>0.8</b>	<b>194</b>	<b>172.1</b>	<b>0.9</b>	<b>-2.5%</b>	<b>100.0%</b>
1 – 6	7	12	19	2.9	0.2	23	3.9	0.2	20	3.9	0.2	22	4.8	0.2	21	4.7	0.2	-3.0%	10.7%
7 – 10	112	–	112	59.7	0.5	114	65.5	0.6	114	70.0	0.6	108	70.9	0.7	108	75.7	0.7	-1.8%	55.3%
11 – 12	45	–	45	43.4	1.0	46	47.4	1.0	45	49.3	1.1	43	50.1	1.2	41	50.7	1.2	-3.8%	21.8%
13 – 16	24	–	24	31.9	1.3	26	37.0	1.4	24	36.2	1.5	24	38.5	1.6	24	40.9	1.7	-2.6%	12.2%

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

2. Rand million.

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

### Programme purpose

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

### Objectives

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

### Subprogrammes

- *Trade Invest Africa* facilitates deeper and broader bilateral African trade and investment relations with African economies, and supports the deepening of regional integration through an outward investment-led trade approach.
- *Export Promotion and Marketing* promotes the export of South African value-added goods and services to increase market share in targeted high-growth markets and sustain market share in traditional markets.
- *Trade and Investment Foreign Services Management Unit* promotes trade and investment, and administers and provides corporate services to the department's foreign office network of foreign economic representatives to enable South African businesses to access global markets.

- *Export Development and Support* manages the national exporter development programme, which is designed to contribute to positioning South Africa as a reliable trade partner, and improve and expand the country's exporter base.

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2016/17	2017/18	2018/19		2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23
R million											
Trade Invest Africa	20.1	20.2	21.3	24.1	6.3%	4.7%	26.8	29.2	29.1	6.5%	5.8%
Export Promotion and Marketing	40.8	44.4	44.8	48.1	5.6%	9.8%	46.3	49.3	50.1	1.4%	10.3%
Trade and Investment Foreign Services Management Unit	377.7	373.3	379.1	349.3	-2.6%	81.7%	366.6	390.0	402.7	4.9%	80.0%
Export Development and Support	16.0	18.3	15.0	19.2	6.3%	3.8%	16.9	18.1	20.5	2.2%	4.0%
<b>Total</b>	<b>454.6</b>	<b>456.2</b>	<b>460.2</b>	<b>440.7</b>	<b>-1.0%</b>	<b>100.0%</b>	<b>456.7</b>	<b>486.6</b>	<b>502.4</b>	<b>4.5%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				0.3			0.4	0.2	(2.2)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>279.9</b>	<b>266.5</b>	<b>275.6</b>	<b>244.8</b>	<b>-4.4%</b>	<b>58.9%</b>	<b>246.6</b>	<b>265.0</b>	<b>272.6</b>	<b>3.6%</b>	<b>54.5%</b>
Compensation of employees	195.3	185.0	204.4	190.1	-0.9%	42.8%	192.2	207.6	213.0	3.9%	42.6%
Goods and services <sup>1</sup>	84.6	81.5	71.2	54.7	-13.5%	16.1%	54.4	57.4	59.6	2.9%	12.0%
of which:											
Communication	2.2	1.8	1.6	1.1	-20.1%	0.4%	1.2	1.3	1.3	5.5%	0.3%
Consultants: Business and advisory services	1.4	1.0	0.2	2.2	17.8%	0.3%	5.5	5.5	4.3	24.4%	0.9%
Operating leases	28.7	29.8	25.5	6.2	-39.9%	5.0%	7.5	7.9	8.2	9.4%	1.6%
Travel and subsistence	22.9	22.0	20.9	15.6	-11.9%	4.5%	16.3	17.2	17.9	4.5%	3.6%
Operating payments	14.7	11.6	8.7	15.3	1.2%	2.8%	10.9	11.6	16.1	1.7%	2.8%
Venues and facilities	4.8	3.8	3.9	7.0	13.2%	1.1%	6.8	7.2	6.6	-1.9%	1.5%
<b>Transfers and subsidies<sup>1</sup></b>	<b>171.7</b>	<b>188.6</b>	<b>184.4</b>	<b>193.6</b>	<b>4.1%</b>	<b>40.8%</b>	<b>207.6</b>	<b>219.0</b>	<b>227.1</b>	<b>5.5%</b>	<b>44.9%</b>
Foreign governments and international organisations	-	-	-	-	-	-	3.4	3.6	3.8	-	0.6%
Public corporations and private enterprises	171.6	188.3	183.2	193.5	4.1%	40.7%	204.2	215.4	223.4	4.9%	44.3%
Households	0.1	0.4	1.1	0.1	-23.9%	0.1%	-	-	-	-100.0%	-
<b>Payments for capital assets</b>	<b>3.0</b>	<b>1.0</b>	<b>0.2</b>	<b>2.3</b>	<b>-7.9%</b>	<b>0.4%</b>	<b>2.5</b>	<b>2.6</b>	<b>2.7</b>	<b>5.4%</b>	<b>0.5%</b>
Machinery and equipment	3.0	1.0	0.2	2.3	-7.9%	0.4%	2.5	2.6	2.7	5.4%	0.5%
Payments for financial assets	0.0	0.0	0.0	0.0	-41.5%	-	-	-	-	-100.0%	-
<b>Total</b>	<b>454.6</b>	<b>456.2</b>	<b>460.2</b>	<b>440.7</b>	<b>-1.0%</b>	<b>100.0%</b>	<b>456.7</b>	<b>486.6</b>	<b>502.4</b>	<b>4.5%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>4.1%</b>	<b>4.5%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>-</b>	<b>-</b>	<b>4.1%</b>	<b>4.8%</b>	<b>4.8%</b>	<b>-</b>	<b>-</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	<b>0.1</b>	<b>0.4</b>	<b>1.1</b>	<b>0.1</b>	<b>-23.9%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Employee social benefits	0.1	0.4	1.1	0.1	-23.9%	0.1%	-	-	-	-100.0%	-
<b>Foreign governments and international organisations</b>											
<b>Current</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.4</b>	<b>3.6</b>	<b>3.8</b>	<b>-</b>	<b>0.6%</b>
Export consultancy trust funds: International Bank for Reconstruction and Development (World Bank)	-	-	-	-	-	-	1.7	1.8	1.9	-	0.3%
Export consultancy trust funds: International Finance Corporation	-	-	-	-	-	-	1.7	1.8	1.9	-	0.3%
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	<b>171.6</b>	<b>188.3</b>	<b>183.2</b>	<b>193.5</b>	<b>4.1%</b>	<b>40.7%</b>	<b>204.2</b>	<b>215.4</b>	<b>223.4</b>	<b>4.9%</b>	<b>44.3%</b>
Export Credit Insurance Corporation of South Africa	171.6	188.3	183.2	193.5	4.1%	40.7%	204.2	215.4	223.4	4.9%	44.3%

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

## Personnel information

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

Number of posts estimated for 31 March 2020			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts additional to the establishment	Export Development, Promotion and Outward Investments	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
			2018/19			2019/20			2020/21		2021/22		2022/23				2019/20 - 2022/23		
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				Number	Cost
209	6		214	204.4	1.0	197	190.1	1.0	191	192.2	1.0	192	207.6	1.1	186	213.0	1.1	-1.9%	100.0%
1-6	5	6	11	1.4	0.1	10	1.3	0.1	10	1.4	0.1	10	1.5	0.2	10	1.6	0.2	-	5.2%
7-10	68	-	68	28.9	0.4	69	31.4	0.5	69	33.6	0.5	68	35.5	0.5	68	37.9	0.6	-0.5%	35.8%
11-12	33	-	33	31.8	1.0	33	34.0	1.0	33	36.1	1.1	33	38.4	1.2	33	40.8	1.2	-	17.2%
13-16	28	-	27	34.5	1.3	27	36.9	1.4	27	39.2	1.5	29	45.2	1.6	29	48.1	1.7	2.4%	14.6%
Other	75	-	75	107.8	1.4	58	86.5	1.5	52	81.9	1.6	52	87.0	1.7	46	84.6	1.8	-7.4%	27.2%

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

2. Rand million.

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

### Programme purpose

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

### Objectives

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

### Subprogrammes

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

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average Expenditure/Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R million											
Investment Promotion	45.2	49.9	54.6	48.5	2.4%	73.0%	48.4	52.5	55.8	4.7%	80.0%
Investment and Interdepartmental Clearing House	24.0	14.5	14.7	15.6	-13.4%	25.3%	4.9	5.2	5.4	-29.6%	12.2%
Investor Support and Aftercare	–	0.0	0.0	4.6	–	1.7%	4.9	5.2	5.4	5.8%	7.9%
<b>Total</b>	<b>69.2</b>	<b>64.5</b>	<b>69.4</b>	<b>68.7</b>	<b>-0.3%</b>	<b>100.0%</b>	<b>58.3</b>	<b>63.0</b>	<b>66.6</b>	<b>-1.0%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				10.7			(2.5)	(2.4)	(1.2)		
<b>Economic classification</b>	<b>44.8</b>	<b>50.1</b>	<b>55.2</b>	<b>57.3</b>	<b>8.5%</b>	<b>76.3%</b>	<b>57.8</b>	<b>62.5</b>	<b>66.1</b>	<b>4.9%</b>	<b>94.9%</b>
Current payments	27.5	34.9	41.0	39.8	13.1%	52.7%	41.2	44.9	47.8	6.3%	67.7%
Compensation of employees	17.3	15.2	14.1	17.5	0.2%	23.6%	16.6	17.6	18.3	1.6%	27.3%
Goods and services <sup>1</sup>											
of which:											
Communication	0.1	0.0	0.1	0.1	8.4%	0.1%	0.2	0.2	0.2	31.5%	0.3%
Consultants: Business and advisory services	1.2	0.7	0.0	0.4	-29.9%	0.9%	0.8	1.0	1.1	37.5%	1.3%
Contractors	–	0.0	0.0	7.1	–	2.6%	4.9	5.2	5.4	-8.4%	8.8%
Travel and subsistence	8.5	10.1	10.5	6.9	-6.6%	13.3%	7.2	7.6	7.9	4.2%	11.5%
Operating payments	0.1	1.0	0.3	0.8	84.5%	0.8%	0.8	0.9	0.9	4.0%	1.3%
Venues and facilities	1.5	1.0	1.3	1.1	-10.1%	1.8%	1.9	2.0	2.1	24.8%	2.8%
<b>Transfers and subsidies<sup>1</sup></b>	<b>24.1</b>	<b>14.1</b>	<b>14.2</b>	<b>11.0</b>	<b>-23.1%</b>	<b>23.4%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>4.3%</b>
Public corporations and private enterprises	24.0	14.0	14.0	11.0	-22.9%	23.2%	–	–	–	-100.0%	4.3%
Households	0.1	0.1	0.2	–	-100.0%	0.2%	–	–	–	–	–
<b>Payments for capital assets</b>	<b>0.3</b>	<b>0.2</b>	<b>–</b>	<b>0.5</b>	<b>16.0%</b>	<b>0.4%</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>5.6%</b>	<b>0.8%</b>
Machinery and equipment	0.3	0.2	–	0.5	16.0%	0.4%	0.5	0.5	0.5	5.6%	0.8%
<b>Total</b>	<b>69.2</b>	<b>64.5</b>	<b>69.4</b>	<b>68.7</b>	<b>-0.3%</b>	<b>100.0%</b>	<b>58.3</b>	<b>63.0</b>	<b>66.6</b>	<b>-1.0%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>–</b>	<b>–</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
Current	0.0	0.0	0.2	–	-100.0%	0.1%	–	–	–	–	–
Employee social benefits	0.0	0.0	0.2	–	-100.0%	0.1%	–	–	–	–	–
<b>Households</b>											
<b>Other transfers to households</b>											
Current	0.1	0.1	–	–	-100.0%	0.1%	–	–	–	–	–
Gifts and donations	0.1	0.1	–	–	-100.0%	0.1%	–	–	–	–	–
<b>Public corporations and private enterprises</b>											
<b>Public corporations</b>											
<b>Other transfers to public corporations</b>											
Current	24.0	14.0	14.0	11.0	-22.9%	23.2%	–	–	–	-100.0%	4.3%
Various institutions: One-stop shop	24.0	14.0	14.0	11.0	-22.9%	23.2%	–	–	–	-100.0%	4.3%

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

## Personnel information

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

Number of posts estimated for 31 March 2020	Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number			
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)
			2018/19	2019/20	2020/21	2021/22	2022/23	2020/21	2021/22	2022/23	2020/21	2021/22	2022/23			
Inward Investment Attraction, Facilitation and Aftercare			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	59	6	61	41.0	0.7	57	39.8	0.7	56	41.2	0.7	57	44.9	0.8	–	100.0%
1–6	–	6	6	0.6	0.1	7	0.8	0.1	7	0.8	0.1	7	0.9	0.1	–	12.3%
7–10	30	–	29	13.3	0.5	27	13.3	0.5	27	14.2	0.5	27	15.2	0.6	–	47.6%
11–12	21	–	20	19.1	1.0	17	17.2	1.0	16	17.1	1.1	17	19.2	1.1	–	29.5%
13–16	8	–	6	8.0	1.3	6	8.6	1.4	6	9.1	1.5	6	9.7	1.6	–	10.6%

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

2. Rand million.



## Programme 9: Competition Policy and Economic Planning

### Programme purpose

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

### Objectives

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

### Subprogrammes

- *Economic Planning* develops coherent economic plans and promotes economic planning by organs of state.
- *Spatial Economic Development Action Plans* promotes spatial economic development.
- *Investment and Development* promotes public and private investment for development.
- *Provincial Economic Coordination* promotes the coherence of provincial economic development plans and other organs of state to ensure alignment with national plans or legislation.
- *Competition Oversight* provides support to the minister to carry out statutory responsibilities as required in terms of competition legislation.
- *Economic Regulatory Bodies* promotes synergy between economic development policy of government and the functioning of certain economic regulators.
- *Development Finance Institutions* promotes synergy between government's economic development policies and the functioning of associated financial institutions.
- *Sector and Workplace Dialogue and Capacity Building* promotes consensus at the sector and workplace levels, and builds capacity for social partners.
- *Market Inquiries, Mergers and Acquisitions, and Abuse of Dominance* participates in market inquiries; applications regarding mergers and acquisitions; and cases related to cartels, collusion and abuse of market dominance.

### Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2016/17	2017/18	2018/19		2016/17 - 2019/20	Average: Expenditure/ Total (%)	2020/21	2021/22	2022/23	2019/20 - 2022/23	Average: Expenditure/ Total (%)
R million											
Economic Planning	–	–	–	–	–	–	6.2	7.9	9.3	–	0.6%
Spatial Economic Development Action Plan	8.1	124.7	219.0	83.4	117.5%	14.2%	99.1	99.5	100.0	6.2%	10.4%
Investment and Development	7.5	37.9	38.9	41.5	76.9%	4.1%	41.4	43.9	46.6	4.0%	4.7%
Provincial Economic Coordination	–	–	–	–	–	–	2.4	2.8	3.1	–	0.2%
Competition Oversight	–	–	–	–	–	–	2.5	2.8	3.1	–	0.2%
Economic Regulatory Bodies	318.1	395.9	425.5	449.4	12.2%	52.0%	485.5	511.3	534.8	6.0%	54.0%
Development Finance Institutions	213.1	223.8	228.8	241.5	4.2%	29.7%	251.0	265.0	275.1	4.4%	28.1%
Sector and Workplace Dialogue and Capacity Building	–	–	–	–	–	–	2.4	2.7	3.0	–	0.2%
Market Inquiries, Mergers and Acquisitions, and Abuse of Dominance	–	–	–	–	–	–	17.9	19.6	16.8	–	1.5%
<b>Total</b>	<b>546.9</b>	<b>782.3</b>	<b>912.2</b>	<b>815.8</b>	<b>14.3%</b>	<b>100.0%</b>	<b>908.4</b>	<b>955.5</b>	<b>991.9</b>	<b>6.7%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				(102.2)			(41.9)	(72.6)	(69.6)		

**Table 39.22 Competition Policy and Economic Planning 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 (%)		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22			2022/23	2019/20 - 2022/23
	R million												
<b>Current payments</b>	<b>18.1</b>	<b>18.9</b>	<b>16.1</b>	<b>27.5</b>	<b>15.1%</b>	<b>2.6%</b>	<b>49.2</b>	<b>55.2</b>	<b>56.5</b>	<b>27.1%</b>	<b>5.1%</b>		
Compensation of employees	15.0	16.0	14.3	24.6	18.0%	2.3%	26.2	27.9	30.4	7.3%	3.0%		
Goods and services <sup>2</sup>	3.1	2.9	1.8	2.9	-2.1%	0.3%	23.0	27.3	26.1	108.6%	2.2%		
<i>of which:</i>													
Advertising	0.0	0.0	0.0	0.5	133.4%	–	0.6	0.6	0.6	4.9%	0.1%		
Consultants: Business and advisory services	1.3	1.9	0.2	0.7	-19.5%	0.1%	0.7	0.8	0.8	4.9%	0.1%		
Contractors	–	–	–	0.4	–	–	0.4	0.4	0.4	4.9%	–		
Inventory: Clothing material and accessories	–	–	–	0.1	–	–	0.1	0.1	0.1	4.5%	–		
Consumables: Stationery, printing and office supplies	0.0	0.1	0.0	0.1	30.2%	–	0.1	0.1	0.1	4.5%	–		
Travel and subsistence	0.8	0.6	0.9	0.7	-7.2%	0.1%	20.7	24.9	23.5	230.3%	1.9%		
<b>Transfers and subsidies<sup>1</sup></b>	<b>528.8</b>	<b>763.3</b>	<b>896.1</b>	<b>788.3</b>	<b>14.2%</b>	<b>97.4%</b>	<b>859.0</b>	<b>900.1</b>	<b>935.1</b>	<b>5.9%</b>	<b>94.8%</b>		
Departmental agencies and accounts	315.7	392.5	423.5	443.1	12.0%	51.5%	481.3	506.8	529.9	6.1%	53.4%		
Public corporations and private enterprises	213.1	370.8	472.5	345.2	17.4%	45.8%	377.6	393.3	405.2	-100.0%	41.4%		
Households	–	0.1	0.2	0.0	–	–	–	–	–	–	–		
<b>Payments for capital assets</b>	<b>0.0</b>	<b>0.0</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>–</b>	<b>–</b>		
Machinery and equipment	0.0	0.0	–	–	-100.0%	–	0.2	0.2	0.2	–	–		
<b>Total</b>	<b>546.9</b>	<b>782.3</b>	<b>912.2</b>	<b>815.8</b>	<b>14.3%</b>	<b>100.0%</b>	<b>908.4</b>	<b>955.5</b>	<b>991.9</b>	<b>6.7%</b>	<b>100.0%</b>		
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>5.0%</b>	<b>7.7%</b>	<b>8.7%</b>	<b>7.4%</b>	<b>–</b>	<b>–</b>	<b>8.2%</b>	<b>9.5%</b>	<b>9.5%</b>	<b>–</b>	<b>–</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>315.7</b>	<b>392.5</b>	<b>423.5</b>	<b>443.0</b>	<b>12.0%</b>	<b>51.5%</b>	<b>481.3</b>	<b>506.8</b>	<b>529.9</b>	<b>6.1%</b>	<b>53.4%</b>		
Competition Commission	208.5	263.4	281.8	295.4	12.3%	34.3%	331.6	348.7	360.9	6.9%	36.4%		
Competition Tribunal	20.1	30.0	35.1	36.2	21.6%	4.0%	37.4	39.5	45.9	8.3%	4.3%		
International Trade Administration Commission	87.0	99.1	106.6	111.4	8.6%	13.2%	112.4	118.6	123.0	3.4%	12.7%		
<b>Public corporations and private enterprises</b>													
<b>Public corporations</b>													
<b>Other transfers to public corporations</b>													
<b>Current</b>	<b>213.1</b>	<b>385.8</b>	<b>487.5</b>	<b>405.2</b>	<b>23.9%</b>	<b>48.8%</b>	<b>438.4</b>	<b>484.9</b>	<b>500.3</b>	<b>7.3%</b>	<b>49.8%</b>		
Industrial Development Corporation	–	162.0	258.6	163.8	–	19.1%	191.5	224.4	230.2	12.0%	22.1%		
Small Enterprise Finance Agency	213.1	223.8	228.8	241.5	4.2%	29.7%	246.9	260.5	270.2	3.8%	27.8%		

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

## Personnel information

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

Competition Policy and Economic Planning	Number of posts estimated for 31 March 2020		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Number				
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
			2018/19			2019/20			2020/21		2021/22		2022/23				2019/20 - 2022/23		
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				Number	Cost
Salary level	25	–	13	14.3	1.1	22	24.6	1.1	22	26.2	1.2	22	27.9	1.3	23	30.4	1.3	1.5%	100.0%
7 – 10	6	–	2	0.6	0.3	5	2.4	0.5	5	2.6	0.5	5	2.8	0.6	6	3.8	0.6	6.3%	23.6%
11 – 12	5	–	3	2.6	0.9	5	4.8	1.0	5	5.1	1.0	5	5.4	1.1	5	5.7	1.1	–	22.5%
13 – 16	14	–	8	11.1	1.4	12	17.4	1.5	12	18.5	1.5	12	19.7	1.6	12	20.9	1.7	–	53.9%

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

2. Rand million.

## Programme 10: Economic Research and Coordination

### Programme purpose

Develop and roll out legislative processes to facilitate an inclusive economy through interventions to increase competitiveness in the economy.

## Objectives

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

## Subprogrammes

- *Economic Research and Policy Coordination* manages economic research and policy coordination.
- *Macroeconomic Policy* evaluates and develops macroeconomic policy options to promote decent work outcomes.
- *Microeconomic Policy* evaluates and develops microeconomic policy options to promote decent work outcomes.
- *Growth Path and Creation of Decent Work* develops the growth path options for South Africa and fosters the creation of decent work.
- *Productivity, Entrepreneurship and Innovation* promotes productivity, entrepreneurship and innovation.

## Expenditure trends and estimates

**Table 39.24 Economic Research and Coordination expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2016/17	2017/18	2018/19		2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	Average: Expenditure/ Total (%)
R million											
Economic Research and Policy Coordination	28.9	29.0	36.8	42.7	13.9%	51.8%	53.7	55.9	57.6	10.5%	59.9%
Macroeconomic Policy	–	–	–	–	–	–	8.0	8.3	9.0	–	7.2%
Microeconomic Policy	–	–	–	–	–	–	8.4	8.7	9.4	–	7.6%
Growth Path and Creation of Decent Work	19.7	22.3	22.7	24.2	7.1%	33.5%	9.4	10.4	11.3	-22.5%	15.8%
Productivity, Entrepreneurship and Innovation	8.1	8.8	8.5	13.6	19.0%	14.7%	6.1	6.5	7.1	-19.7%	9.5%
<b>Total</b>	<b>56.7</b>	<b>60.1</b>	<b>68.0</b>	<b>80.5</b>	<b>12.4%</b>	<b>100.0%</b>	<b>85.7</b>	<b>89.9</b>	<b>94.4</b>	<b>5.4%</b>	<b>100.0%</b>
Change to 2019				43.5			1.0	(0.6)	(0.6)		
Budget estimate											
<b>Economic classification</b>											
<b>Current payments</b>	<b>56.5</b>	<b>60.0</b>	<b>67.7</b>	<b>80.1</b>	<b>12.4%</b>	<b>99.6%</b>	<b>84.8</b>	<b>88.9</b>	<b>93.4</b>	<b>5.2%</b>	<b>99.0%</b>
Compensation of employees	47.8	51.5	50.5	58.1	6.7%	78.3%	61.8	63.8	66.8	4.7%	71.4%
Goods and services <sup>1</sup>	8.7	8.6	17.2	22.0	36.6%	21.3%	23.0	25.1	26.6	6.5%	27.6%
of which:											
Computer services	1.0	0.6	0.2	0.7	-10.7%	1.0%	0.6	0.6	0.7	-4.1%	0.7%
Consultants: Business and advisory services	2.9	1.6	12.6	13.5	66.3%	11.6%	14.1	15.1	15.6	4.8%	16.6%
Consumables: Stationery, printing and office supplies	0.9	0.3	0.0	0.5	-18.2%	0.7%	0.6	0.7	0.6	8.5%	0.7%
Travel and subsistence	1.7	1.9	1.7	2.4	11.5%	2.9%	3.9	4.8	6.3	37.9%	5.0%
Operating payments	1.2	1.3	1.9	1.1	-2.3%	2.1%	1.9	2.0	1.7	15.3%	1.9%
Venues and facilities	0.0	0.1	0.0	0.5	128.2%	0.3%	0.6	0.6	0.6	3.9%	0.7%
<b>Transfers and subsidies<sup>1</sup></b>	<b>0.0</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1</b>	<b>77.8%</b>	<b>0.1%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>–</b>
Households	0.0	0.1	0.2	0.1	77.8%	0.1%	–	–	–	-100.0%	–
<b>Payments for capital assets</b>	<b>0.2</b>	<b>0.0</b>	<b>0.1</b>	<b>0.3</b>	<b>13.2%</b>	<b>0.2%</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>49.5%</b>	<b>0.9%</b>
Machinery and equipment	0.2	0.0	0.1	0.3	13.2%	0.2%	0.5	0.5	0.5	18.0%	0.5%
Software and other intangible assets	–	–	–	–	–	–	0.5	0.5	0.5	–	0.4%
<b>Total</b>	<b>56.7</b>	<b>60.1</b>	<b>68.0</b>	<b>80.5</b>	<b>12.4%</b>	<b>100.0%</b>	<b>85.7</b>	<b>89.9</b>	<b>94.4</b>	<b>5.4%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.7%</b>	<b>–</b>	<b>–</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>–</b>	<b>–</b>

**Table 39.24 Economic Research and Coordination expenditure trends and estimates by subprogramme and economic classification**

R million	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2016/17	2017/18	2018/19		2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23
	<b>Households</b>										
<b>Social benefits</b>											
<b>Current</b>											
Employee social benefits	0.0	0.1	0.2	0.1	77.8%	0.1%	-	-	-	-100.0%	-

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

## Personnel information

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

Salary level	Number of posts estimated for 31 March 2020	Number of posts additional to the establishment	Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment															Number	
			Actual			Revised estimate			Medium-term expenditure estimate						2019/20 - 2022/23	Average growth rate (%)	Average: Salary level/Total (%)		
			2018/19		Unit cost	2019/20		Unit cost	2020/21		2021/22		2022/23					Unit cost	
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Economic Research and Coordination	48	4	53	50.5	1.0	58	58.1	1.0	58	61.8	1.1	57	63.8	1.1	56	66.8	1.2	-1.2%	100.0%
1-6	-	4	4	0.3	0.1	4	0.3	0.1	4	0.4	0.1	4	0.4	0.1	4	0.4	0.1	-	7.0%
7-10	13	-	13	6.7	0.5	13	7.2	0.6	13	7.7	0.6	13	8.3	0.6	12	7.8	0.7	-2.6%	22.3%
11-12	15	-	18	17.8	1.0	21	22.3	1.1	21	23.7	1.1	21	25.1	1.2	21	26.7	1.3	-	36.7%
13-16	20	-	18	25.6	1.4	20	28.3	1.4	20	30.0	1.5	19	30.0	1.6	19	31.8	1.7	-1.7%	34.1%

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

2. Rand million.

## Entities

### Companies and Intellectual Property Commission

#### Selected performance indicators

**Table 39.26 Companies and Intellectual Property Commission performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Percentage of website performance for e-services 24/7	Administration	Priority 6: A capable, ethical and developmental state	96%	94%	95%	95%	95%	95%	95%
Average number of days to register a company from the date of receipt of a complete application	Business regulations and reputation		3	2	2	2	1	1	1
Average number of days to register a cooperative from the date of receipt of a complete application	Business regulations and reputation		2	2	3	2	1	1	1
Percentage of companies with an active business status to file annual returns by the end of the reporting period per year	Business regulations and reputation		48.5% (626 721/ 1 291 141)	47.5% (663 442/ 1 396 813)	44% (669 170/ 1 552 491)	52%	54%	54%	100%
Number of education and awareness events on intellectual property enforcement conducted by the commission	Innovation and creativity promotion		6	8	6	8	1	1	1

## Entity overview

The Companies and Intellectual Property Commission was established in terms of section 185 of the Companies Act (2008) to register companies, close corporations, cooperatives, trademarks, patents, designs and copyright; and enforce rules and regulations. Over the medium term, the commission will focus on: upgrading its ICT systems, and creating a reputable business environment by effectively regulating the behaviour of companies and the intellectual property system.

In its endeavour to provide its services globally and at all times, the commission plans to upgrade its ICT systems. The ICT upgrading project accounts for an estimated 15 per cent (R302 million) of expenditure over the MTEF period. The commission will further spend R302 million over the same period to create a reputable business environment.

Expenditure is expected to increase at an average annual rate of 6 per cent, from R596.5 million in 2019/20 to R710.4 million in 2022/23. Spending on compensation of employees accounts for 61.9 per cent (R1.3 billion) of the commission's total budget over the MTEF period. Revenue is expected to increase at an average annual rate of 6 per cent, from R596.5 million in 2019/20 to R710.4 million in 2022/23, as the upgraded ICT system is expected to simplify the process of submitting annual returns. An estimated 91.4 per cent (R1.8 billion) of the commission's projected revenue over the medium term is generated by fees charged for the registration of companies, cooperatives, trademarks, patents and copyrights.

## Programmes/Objectives/Activities

**Table 39.27 Companies and Intellectual Property Commission expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2016/17	2017/18	2018/19		2016/17 - 2019/20	Average: Expenditure/ Total (%)	2020/21	2021/22	2022/23	2019/20 - 2022/23	Average: Expenditure/ Total (%)
	Administration	291.5	357.7		364.0	447.4	15.4%	73.9%	474.2	502.6	532.8
Business regulations and reputation	75.3	71.8	72.8	89.5	5.9%	15.8%	94.8	100.5	106.6	6.0%	15.0%
Innovation and creativity promotion	44.8	47.9	48.5	59.6	10.0%	10.2%	63.2	67.0	71.0	6.0%	10.0%
<b>Total</b>	<b>411.6</b>	<b>477.4</b>	<b>485.3</b>	<b>596.5</b>	<b>13.2%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>

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

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

Statement of financial performance									
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/ Budget (%)
R million	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>533.9</b>	<b>596.2</b>	<b>705.3</b>	<b>597.1</b>	<b>553.8</b>	<b>566.9</b>	<b>579.2</b>	<b>596.5</b>	<b>99.3%</b>
Sale of goods and services other than capital assets	488.9	468.0	571.9	484.5	503.0	508.4	528.1	548.5	96.1%
<i>of which:</i>									
Administrative fees	488.9	468.0	571.9	484.5	503.0	508.4	528.1	548.5	96.1%
Other non-tax revenue	45.0	128.1	133.4	112.6	50.8	58.5	51.1	47.9	123.9%
<b>Total revenue</b>	<b>533.9</b>	<b>596.2</b>	<b>705.3</b>	<b>597.1</b>	<b>553.8</b>	<b>566.9</b>	<b>579.2</b>	<b>596.5</b>	<b>99.3%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>508.9</b>	<b>411.6</b>	<b>589.4</b>	<b>477.4</b>	<b>553.8</b>	<b>485.3</b>	<b>567.7</b>	<b>596.5</b>	<b>88.8%</b>
Compensation of employees	328.4	253.1	354.7	323.8	319.9	325.4	355.1	358.8	92.9%
Goods and services	176.0	147.8	212.7	136.9	216.7	139.6	194.2	216.1	80.1%
Depreciation	4.5	10.6	21.9	16.7	17.2	20.3	18.4	21.6	111.7%
<b>Total expenses</b>	<b>508.9</b>	<b>411.6</b>	<b>589.4</b>	<b>477.4</b>	<b>553.8</b>	<b>485.3</b>	<b>567.7</b>	<b>596.5</b>	<b>88.8%</b>
<b>Surplus/(Deficit)</b>	<b>25.0</b>	<b>184.6</b>	<b>115.9</b>	<b>119.7</b>	<b>-</b>	<b>81.6</b>	<b>11.4</b>	<b>-</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>0.3</b>	<b>209.8</b>	<b>14.9</b>	<b>140.0</b>	<b>-</b>	<b>125.1</b>	<b>11.5</b>	<b>-</b>	<b>1 783.5%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>560.8</b>	<b>608.7</b>	<b>584.7</b>	<b>601.1</b>	<b>553.8</b>	<b>575.7</b>	<b>579.2</b>	<b>596.5</b>	<b>104.5%</b>
Sales of goods and services other than capital assets	432.0	486.9	474.6	495.4	505.9	525.0	531.2	549.2	105.8%
Administrative fees	407.7	480.7	468.0	488.5	503.0	517.1	528.1	548.5	106.7%
Other sales	24.3	6.2	6.6	7.0	2.9	7.8	3.1	0.7	58.7%
Other tax receipts	128.8	121.8	110.1	105.6	47.9	50.7	48.0	47.2	97.2%
<b>Total receipts</b>	<b>560.8</b>	<b>608.7</b>	<b>584.7</b>	<b>601.1</b>	<b>553.8</b>	<b>575.7</b>	<b>579.2</b>	<b>596.5</b>	<b>104.5%</b>

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

Statement of financial performance									
	Budget		Audited outcome		Budget		Audited outcome		Average: Outcome/Budget (%)
	2016/17	2017/18	2018/19	2019/20	2016/17 - 2019/20				
R million									
<b>Payment</b>									
<b>Current payments</b>	<b>560.5</b>	<b>398.9</b>	<b>569.8</b>	<b>461.0</b>	<b>553.8</b>	<b>450.6</b>	<b>567.7</b>	<b>596.5</b>	<b>84.7%</b>
Compensation of employees	328.4	249.7	354.7	319.8	319.9	318.6	355.1	358.8	91.8%
Goods and services	232.1	149.2	215.1	141.2	233.9	131.9	212.6	237.7	73.9%
<b>Total payments</b>	<b>560.5</b>	<b>398.9</b>	<b>569.8</b>	<b>461.0</b>	<b>553.8</b>	<b>450.6</b>	<b>567.7</b>	<b>596.5</b>	<b>84.7%</b>
<b>Net cash flow from investing activities</b>	<b>(20.1)</b>	<b>(26.8)</b>	<b>(23.6)</b>	<b>(25.4)</b>	<b>(31.7)</b>	<b>(30.4)</b>	<b>(38.1)</b>	<b>(139.8)</b>	<b>195.9%</b>
Acquisition of property, plant, equipment and intangible assets	(7.6)	(11.5)	(10.2)	(8.6)	(13.8)	(18.1)	(16.2)	(99.5)	288.4%
Acquisition of software and other intangible assets	(12.5)	(15.7)	(13.5)	(16.8)	(18.0)	(12.3)	(22.0)	(40.3)	128.9%
Proceeds from the sale of property, plant, equipment and intangible assets	–	0.4	0.1	0.1	0.1	0.0	0.1	–	154.0%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>(225.1)</b>	<b>–</b>	<b>(1 000.0)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Other flows from financing activities	–	(225.1)	–	(1 000.0)	–	–	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(19.8)</b>	<b>(42.0)</b>	<b>(8.7)</b>	<b>(885.3)</b>	<b>(31.7)</b>	<b>94.7</b>	<b>(26.6)</b>	<b>(139.8)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	391.7	55.3	418.0	63.8	75.0	73.5	414.7	414.7	46.7%
Acquisition of assets	(7.6)	(11.5)	(10.2)	(8.6)	(13.8)	(18.1)	(16.2)	(99.5)	288.4%
Investments	–	–	–	0.4	–	0.3	–	–	–
Inventory	–	0.1	–	0.1	–	0.4	–	–	–
Receivables and prepayments	1.5	8.3	1.0	12.9	10.3	8.7	10.9	10.9	172.4%
Cash and cash equivalents	1 087.9	1 551.8	1 080.9	666.5	679.9	761.2	693.5	693.5	103.7%
<b>Total assets</b>	<b>1 481.1</b>	<b>1 615.6</b>	<b>1 500.0</b>	<b>743.7</b>	<b>765.2</b>	<b>844.1</b>	<b>1 119.0</b>	<b>1 119.0</b>	<b>88.8%</b>
Accumulated surplus/(deficit)	1 330.8	1 255.5	1 342.0	585.0	550.2	421.2	871.3	866.8	76.4%
Trade and other payables	45.0	121.0	50.0	126.2	132.0	138.5	152.2	152.2	141.8%
Provisions	40.3	29.3	42.9	32.5	33.0	39.0	35.5	40.0	92.8%
Derivatives financial instruments	65.0	209.8	65.0	–	50.0	245.4	60.0	60.0	214.7%
<b>Total equity and liabilities</b>	<b>1 481.1</b>	<b>1 615.6</b>	<b>1 500.0</b>	<b>743.7</b>	<b>765.2</b>	<b>844.1</b>	<b>1 119.0</b>	<b>1 119.0</b>	<b>88.8%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.29 Companies and Intellectual Property Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance								
	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
R million								
<b>Revenue</b>								
<b>Non-tax revenue</b>	<b>596.5</b>	<b>0.0%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	548.5	5.4%	85.3%	576.3	610.9	647.6	5.7%	91.4%
Administrative fees	548.5	5.4%	85.3%	576.3	610.9	647.6	5.7%	91.4%
Other non-tax revenue	47.9	-27.9%	14.7%	55.9	59.3	62.8	9.5%	8.6%
<b>Total revenue</b>	<b>596.5</b>	<b>0.0%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>596.5</b>	<b>13.2%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
Compensation of employees	358.8	12.3%	64.1%	388.1	418.1	451.9	8.0%	61.9%
Goods and services	216.1	13.5%	32.4%	220.8	226.9	231.2	2.3%	34.4%
Depreciation	21.6	26.6%	3.5%	23.4	25.2	27.2	8.0%	3.7%
<b>Total expenses</b>	<b>596.5</b>	<b>13.2%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
Surplus/(Deficit)	–			–	–	–		
<b>Cash flow statement</b>								
Cash flow from operating activities	–	-100.0%	272.8%	–	–	–	92.2%	283.5%
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>596.5</b>	<b>-0.7%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	549.2	4.1%	86.4%	579.6	614.3	651.2	5.8%	91.8%
Administrative fees	548.5	4.5%	85.5%	576.3	610.9	647.6	5.7%	91.4%
Other sales	0.7	-51.9%	0.9%	3.2	3.4	3.7	74.7%	0.4%
Other tax receipts	47.2	-27.1%	13.6%	52.7	55.8	59.2	7.8%	8.2%
<b>Total receipts</b>	<b>596.5</b>	<b>-0.7%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>

**Table 39.29 Companies and Intellectual Property Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Revised estimate	2019/20			2016/17 - 2019/20	2020/21	2021/22		
R million								
<b>Current payments</b>	<b>596.5</b>	<b>14.4%</b>	<b>96.6%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
Compensation of employees	358.8	12.8%	63.4%	387.5	418.5	451.9	8.0%	61.9%
Goods and services	237.7	16.8%	33.2%	244.8	251.7	258.5	2.8%	38.1%
<b>Total payment</b>	<b>596.5</b>	<b>14.4%</b>	<b>100.0%</b>	<b>632.3</b>	<b>670.2</b>	<b>710.4</b>	<b>6.0%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(139.8)</b>	<b>73.5%</b>	<b>100.0%</b>	<b>(137.9)</b>	<b>(143.5)</b>	<b>(20.4)</b>	<b>-47.3%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(99.5)	105.5%	51.9%	(93.7)	(94.8)	(15.5)	-46.2%	70.3%
Acquisition of software and other intangible assets	(40.3)	37.0%	48.5%	(44.3)	(48.8)	(5.0)	-50.1%	29.9%
Proceeds from the sale of property, plant, equipment and intangible assets	-	-100.0%	-0.4%	0.1	0.1	0.1	-	-0.2%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(139.8)</b>	<b>49.3%</b>	<b>100.0%</b>	<b>(137.9)</b>	<b>(143.5)</b>	<b>(20.4)</b>	<b>-47.3%</b>	<b>100.0%</b>
<b>Statement of financial position</b>								
Carrying value of assets	414.7	95.7%	14.4%	443.9	450.0	510.0	7.1%	38.5%
Acquisition of assets	(99.5)	105.5%	-3.2%	(93.7)	(94.8)	(15.5)	-46.2%	-6.5%
Receivables and prepayments	10.9	9.4%	1.1%	11.5	12.1	12.6	4.9%	1.0%
Cash and cash equivalents	693.5	-23.5%	84.5%	707.3	721.5	730.0	1.7%	60.5%
<b>Total assets</b>	<b>1 119.0</b>	<b>-11.5%</b>	<b>100.0%</b>	<b>1 162.7</b>	<b>1 183.6</b>	<b>1 252.6</b>	<b>3.8%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	866.8	-11.6%	70.9%	891.5	894.2	948.1	3.0%	76.3%
Trade and other payables	152.2	7.9%	13.6%	157.2	159.4	161.5	2.0%	13.4%
Provisions	40.0	11.0%	3.6%	44.0	50.0	53.0	9.8%	4.0%
Derivatives financial instruments	60.0	-34.1%	11.9%	70.0	80.0	90.0	14.5%	6.3%
<b>Total equity and liabilities</b>	<b>1 119.0</b>	<b>-11.5%</b>	<b>100.0%</b>	<b>1 162.7</b>	<b>1 183.6</b>	<b>1 252.6</b>	<b>3.8%</b>	<b>100.0%</b>

**Personnel information****Table 39.30 Companies and Intellectual Property Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		Unit cost	2019/20		Unit cost	2020/21		2021/22		2022/23				2019/20 - 2022/23			
<b>Companies and Intellectual Property Commission</b>		<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>			
Salary level	519	519	325.4	0.6	519	358.8	0.7	647	388.1	0.6	647	418.1	0.6	647	451.9	0.7	8.0%	100.0%	
7 – 10	364	364	364	152.1	0.4	364	158.7	0.4	430	169.3	0.4	430	177.9	0.4	430	189.7	0.4	6.1%	67.4%
11 – 12	123	123	123	122.2	1.0	123	141.7	1.2	175	155.2	0.9	175	169.0	1.0	175	186.1	1.1	9.5%	26.2%
13 – 16	32	32	32	51.1	1.6	32	58.3	1.8	42	63.6	1.5	42	71.2	1.7	42	76.1	1.8	9.3%	6.4%

1. Rand million.

**Export Credit Insurance Corporation of South Africa****Selected performance indicators****Table 39.31 Export Credit Insurance Corporation of South Africa performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of research projects to identify new opportunities per year	Improve business development	Priority 1: Economic transformation and job creation	2	3	3	2	3	3	3
Value of project approvals per year	Improve business development		US\$479m	US\$497m	US\$573.4m	US\$550m-US\$575m	US\$500m-US\$600m	US\$525m-US\$625m	US\$550m-US\$650m
Percentage increase/decrease in basic own funds per year	Increase capital base to underwrite more business to fulfil the corporation's mandate		-32% (-R1 677 981/ R5 247 857)	13% (R460 169/ R3 569 876)	24% (R983 557/ R4 030 045)	5 -10%	5 -10%	5 -10%	5 -10%

**Entity overview**

The Export Credit Insurance Corporation of South Africa was established in terms of the Export Credit and Foreign Investments Insurance Act (1957) to facilitate and encourage South Africa's export trade by underwriting

export credit loans and investments outside South Africa. The corporation aims to assist South African exporters doing business in risky sectors or countries, thereby contributing to the expansion of exports, economic growth and the creation of local jobs. Over the medium term, the corporation will focus on reviewing its mandate to reposition it to play a broader role in facilitating local exports. The revised mandate is intended to extend the corporation's reinsurance flexibility within the private sector and other export credit agencies, and enable it to provide short-term trade finance reinsurance capacity to South African insurers in the private sector.

As the corporation continues its core functions of building and leveraging strategic partnerships in existing and new markets over the period ahead, it expects the value of approved projects to increase from US\$575 million in 2019/20 to US\$650 million in 2022/23.

Expenditure is expected to decrease at an average annual rate of 6.7 per cent, from R685.8 million in 2019/20 to R557.8 million in 2022/23, mainly due to a reduction in the claims provision as a result of the portfolio run-off (decrease in assets that are insured). Revenue is expected to decrease at an average annual rate of 2.4 per cent, from R1.4 billion in 2019/20 to R1.3 billion in 2022/23, mainly due to exchange rate fluctuations. The corporation derives its revenue mainly from insurance premiums and transfers from the department. As the corporation continues to implement the interest make-up liability scheme, which is a subsidised interest rate arrangement, transfers from the department for the scheme are expected to increase at an average annual rate of 4.9 per cent, from R193.5 million in 2019/20 to R223.4 million by 2022/23.

### Programmes/Objectives/Activities

**Table 39.32 Export Credit Insurance Corporation of South Africa Limited expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average Expenditure/ Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19		2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23		
Administration	130.2	159.8	393.1	284.9	29.8%	24.6%	109.1	296.3	281.7	-0.4%	35.0%
Improve knowledge and skills	17.7	13.5	12.6	17.4	-0.6%	1.5%	14.9	15.7	16.8	-1.2%	2.1%
Advance transformation to draw from a diverse talent pool and build an inclusive economy	–	21.3	17.3	31.4	–	2.2%	31.3	14.8	34.7	3.3%	3.6%
Build and leverage strategic partnerships to advance business	2.5	2.9	3.3	4.4	20.4%	0.3%	4.8	5.3	5.7	8.8%	0.7%
Improve business process and systems	42.4	26.2	28.4	35.5	-5.7%	3.1%	41.6	43.0	44.6	7.9%	5.3%
Improve communication to create better awareness and understanding of the corporation and its role	15.2	14.6	10.1	7.6	-20.8%	1.1%	11.1	12.4	13.8	22.2%	1.5%
Contribute to trade facilitation	12.5	11.1	10.8	10.8	-4.8%	1.1%	11.8	12.9	13.7	8.2%	1.6%
Improve stakeholder satisfaction (stakeholder engagement plan, customer management and employee engagement plan)	2 138.9	48.9	113.1	78.1	-66.8%	28.8%	39.4	34.0	26.4	-30.4%	5.7%
Increase capital base to underwrite more business to fulfil the corporation's mandate	53.3	504.0	655.0	215.6	59.4%	37.3%	2 205.8	247.6	120.5	-17.6%	44.7%
<b>Total</b>	<b>2 412.9</b>	<b>802.5</b>	<b>1 243.8</b>	<b>685.8</b>	<b>-34.3%</b>	<b>100.0%</b>	<b>2 469.8</b>	<b>682.0</b>	<b>557.8</b>	<b>-6.7%</b>	<b>100.0%</b>

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

**Table 39.33 Export Credit Insurance Corporation of South Africa Limited statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2019/20 - 2019/20	
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>838.7</b>	<b>1 178.6</b>	<b>775.8</b>	<b>1 576.4</b>	<b>1 398.4</b>	<b>1 076.5</b>	<b>1 128.5</b>	<b>1 163.4</b>	<b>120.6%</b>
Sale of goods and services other than capital assets	526.4	477.9	563.1	886.9	847.3	632.0	874.2	657.7	94.4%
of which:									
Sales by market establishment	526.4	477.9	563.1	886.9	847.3	632.0	874.2	657.7	94.4%
Other non-tax revenue	312.3	700.6	212.7	689.4	551.1	444.5	254.3	505.7	175.9%
<b>Transfers received</b>	<b>171.6</b>	<b>–</b>	<b>177.6</b>	<b>188.3</b>	<b>183.2</b>	<b>183.2</b>	<b>193.5</b>	<b>193.5</b>	<b>77.8%</b>
<b>Total revenue</b>	<b>1 450.8</b>	<b>1 178.6</b>	<b>953.4</b>	<b>1 764.6</b>	<b>1 581.6</b>	<b>1 259.7</b>	<b>1 322.0</b>	<b>1 356.9</b>	<b>104.7%</b>



**Table 39.33 Export Credit Insurance Corporation of South Africa Limited statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17	2017/18	2018/19	2019/20	2016/17 - 2019/20				
<b>Expenses</b>									
<b>Current expenses</b>	<b>2 411.9</b>	<b>2 282.6</b>	<b>847.9</b>	<b>642.7</b>	<b>174.9</b>	<b>850.7</b>	<b>891.9</b>	<b>400.9</b>	<b>96.5%</b>
Compensation of employees	86.2	79.7	100.5	88.7	107.8	98.4	114.8	102.2	90.2%
Goods and services	2 323.0	2 200.5	744.7	551.3	64.3	749.5	773.9	296.3	97.2%
Depreciation	2.8	2.4	2.7	2.7	2.8	2.8	3.1	2.3	89.7%
Interest, dividends and rent on land	0.0	0.0	–	0.0	0.0	0.0	–	–	736.8%
<b>Total expenses</b>	<b>2 411.9</b>	<b>2 412.9</b>	<b>901.6</b>	<b>802.5</b>	<b>562.4</b>	<b>1 243.8</b>	<b>1 026.8</b>	<b>685.8</b>	<b>104.9%</b>
<b>Surplus/(Deficit)</b>	<b>(961.1)</b>	<b>(1 234.3)</b>	<b>51.8</b>	<b>962.2</b>	<b>1 019.3</b>	<b>16.0</b>	<b>295.3</b>	<b>671.1</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>35.6</b>	<b>0.2</b>	<b>280.1</b>	<b>404.5</b>	<b>(294.4)</b>	<b>(160.2)</b>	<b>1 093.3</b>	<b>(160.5)</b>	<b>7.5%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>633.0</b>	<b>784.4</b>	<b>836.6</b>	<b>938.6</b>	<b>536.0</b>	<b>706.5</b>	<b>1 594.6</b>	<b>752.6</b>	<b>88.4%</b>
Sales of goods and services other than capital assets	457.0	583.6	704.3	700.7	281.5	426.4	1 343.7	472.0	78.3%
<i>Sales by market establishment</i>	457.0	583.6	704.3	700.7	281.5	426.4	1 343.7	472.0	78.3%
Other tax receipts	176.0	200.8	132.3	237.8	254.5	280.1	250.9	280.6	122.8%
<b>Transfers received</b>	<b>171.6</b>	<b>–</b>	<b>177.6</b>	<b>188.3</b>	<b>183.2</b>	<b>183.2</b>	<b>193.5</b>	<b>193.5</b>	<b>77.8%</b>
<b>Total receipts</b>	<b>816.1</b>	<b>784.4</b>	<b>1 014.3</b>	<b>1 126.8</b>	<b>719.3</b>	<b>889.7</b>	<b>1 788.1</b>	<b>946.1</b>	<b>86.4%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>608.9</b>	<b>715.7</b>	<b>624.9</b>	<b>503.4</b>	<b>638.8</b>	<b>651.0</b>	<b>557.4</b>	<b>822.5</b>	<b>110.8%</b>
Compensation of employees	86.2	79.7	100.5	88.7	107.8	98.4	114.8	102.2	90.2%
Goods and services	522.8	636.0	524.4	414.7	531.0	552.5	442.5	720.3	115.0%
Interest and rent on land	0.0	0.0	–	0.0	0.0	0.0	–	–	700.0%
<b>Transfers and subsidies</b>	<b>171.6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total payments</b>	<b>780.5</b>	<b>784.2</b>	<b>734.1</b>	<b>722.3</b>	<b>1 013.7</b>	<b>1 049.9</b>	<b>694.8</b>	<b>1 106.6</b>	<b>113.6%</b>
<b>Net cash flow from investing activities</b>	<b>(473.6)</b>	<b>(123.5)</b>	<b>(561.6)</b>	<b>(505.0)</b>	<b>177.5</b>	<b>302.0</b>	<b>(1 093.3)</b>	<b>(33.4)</b>	<b>18.4%</b>
Acquisition of property, plant, equipment and intangible assets	(1.8)	(0.9)	(3.4)	(0.5)	(1.0)	(1.1)	(1.1)	(0.1)	37.5%
Acquisition of software and other intangible assets	(1.0)	–	–	(0.6)	(0.4)	(0.1)	(1.8)	–	23.3%
Other flows from investing activities	(470.8)	(122.6)	(558.3)	(503.9)	178.9	303.3	(1 090.5)	(33.3)	18.4%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(438.0)</b>	<b>(123.3)</b>	<b>(281.5)</b>	<b>(100.5)</b>	<b>(116.9)</b>	<b>141.8</b>	<b>0.0</b>	<b>(193.8)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	10.8	11.7	9.9	8.8	6.3	9.2	6.0	3.9	101.4%
<i>Acquisition of assets</i>	<i>(1.8)</i>	<i>(0.9)</i>	<i>(3.4)</i>	<i>(0.5)</i>	<i>(1.0)</i>	<i>(1.1)</i>	<i>(1.1)</i>	<i>(0.1)</i>	<i>37.5%</i>
Investments	7 731.7	6 685.9	7 296.3	6 715.8	7 260.1	7 461.2	8 703.5	7 674.0	92.1%
Receivables and prepayments	1 779.8	1 578.3	1 507.1	1 648.5	1 925.9	1 816.5	1 750.5	1 758.1	97.7%
Cash and cash equivalents	1.9	284.6	1.4	154.5	46.6	297.5	45.8	100.0	874.0%
Taxation	412.2	–	–	12.0	12.0	0.9	12.0	–	2.9%
<b>Total assets</b>	<b>9 936.4</b>	<b>8 560.5</b>	<b>8 814.6</b>	<b>8 539.5</b>	<b>9 251.0</b>	<b>9 585.2</b>	<b>10 517.8</b>	<b>9 536.1</b>	<b>94.0%</b>
Accumulated surplus/(deficit)	3 311.6	656.6	3 310.5	2 036.5	4 706.9	2 052.5	5 002.2	5 328.0	61.7%
Capital and reserves	814.8	2 913.3	316.1	1 993.6	343.6	2 961.1	343.6	355.9	452.3%
Deferred income	–	–	–	–	–	–	143.5	–	–
Trade and other payables	41.4	38.8	47.5	51.6	52.5	57.3	74.8	55.8	94.1%
Taxation	–	78.6	23.0	39.4	–	25.9	–	25.9	737.4%
Provisions	4 060.8	3 240.1	3 726.7	3 245.6	2 952.3	2 651.2	4 000.2	2 714.1	80.4%
Derivatives financial instruments	1 707.9	1 633.0	1 390.9	1 172.9	1 195.6	1 837.2	953.4	1 056.4	108.6%
<b>Total equity and liabilities</b>	<b>9 936.4</b>	<b>8 560.5</b>	<b>8 814.6</b>	<b>8 539.5</b>	<b>9 251.0</b>	<b>9 585.2</b>	<b>10 517.8</b>	<b>9 536.1</b>	<b>94.0%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.34 Export Credit Insurance Corporation of South Africa Limited statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance								
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
<b>Revenue</b>	<b>1 163.4</b>	<b>-0.4%</b>	<b>90.1%</b>	<b>2 517.4</b>	<b>1 205.9</b>	<b>1 039.5</b>	<b>-3.7%</b>	<b>86.3%</b>
Non-tax revenue								
Sale of goods and services other than capital assets	657.7	11.2%	47.4%	2 166.7	521.6	533.3	-6.8%	51.8%
<i>Sales by market establishment</i>	657.7	11.2%	47.4%	2 166.7	521.6	533.3	-6.8%	51.8%
Other non-tax revenue	505.7	-10.3%	42.8%	350.7	684.3	506.2	0.0%	34.6%
<b>Transfers received</b>	<b>193.5</b>	<b>–</b>	<b>9.9%</b>	<b>204.2</b>	<b>215.4</b>	<b>223.4</b>	<b>4.9%</b>	<b>13.7%</b>
<b>Total revenue</b>	<b>1 356.9</b>	<b>4.8%</b>	<b>100.0%</b>	<b>2 721.5</b>	<b>1 421.3</b>	<b>1 262.9</b>	<b>-2.4%</b>	<b>100.0%</b>

**Table 39.34 Export Credit Insurance Corporation of South Africa Limited statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance								
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2019/20	2016/17	2019/20	2020/21	2021/22	2022/23	2019/20	2022/23
<b>Current expenses</b>	<b>400.9</b>	<b>-44.0%</b>	<b>75.4%</b>	<b>2 360.7</b>	<b>385.6</b>	<b>276.1</b>	<b>-11.7%</b>	<b>65.0%</b>
Compensation of employees	102.2	8.7%	9.3%	115.5	123.0	131.0	8.6%	15.3%
Goods and services	296.3	-48.7%	65.8%	2 242.8	261.2	143.7	-21.4%	49.5%
Depreciation	2.3	-1.1%	0.3%	2.4	1.5	1.5	-14.8%	0.2%
<b>Total expenses</b>	<b>685.8</b>	<b>-34.3%</b>	<b>100.0%</b>	<b>2 469.8</b>	<b>682.0</b>	<b>557.8</b>	<b>-6.7%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>671.1</b>			<b>251.7</b>	<b>739.3</b>	<b>705.1</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>(160.5)</b>	<b>-993.3%</b>	<b>202.8%</b>	<b>2 496.4</b>	<b>253.3</b>	<b>709.9</b>	<b>56.0%</b>	<b>204.5%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>752.6</b>	<b>-1.4%</b>	<b>85.6%</b>	<b>2 933.5</b>	<b>832.2</b>	<b>1 232.9</b>	<b>17.9%</b>	<b>84.3%</b>
Sales of goods and services other than capital assets	472.0	-6.8%	58.6%	2 663.0	534.4	796.9	19.1%	60.1%
<i>Sales by market establishment</i>	472.0	-6.8%	58.6%	2 663.0	534.4	796.9	19.1%	60.1%
Other tax receipts	280.6	11.8%	27.0%	270.5	297.7	436.0	15.8%	24.2%
<b>Transfers received</b>	<b>193.5</b>		<b>14.4%</b>	<b>204.2</b>	<b>215.4</b>	<b>223.4</b>	<b>4.9%</b>	<b>15.7%</b>
<b>Total receipts</b>	<b>946.1</b>	<b>6.4%</b>	<b>100.0%</b>	<b>3 137.6</b>	<b>1 047.5</b>	<b>1 456.3</b>	<b>15.5%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>822.5</b>	<b>4.7%</b>	<b>66.2%</b>	<b>532.1</b>	<b>497.9</b>	<b>464.7</b>	<b>-17.3%</b>	<b>70.6%</b>
Compensation of employees	102.2	8.7%	9.3%	115.5	123.0	131.0	8.6%	15.1%
Goods and services	720.3	4.2%	56.9%	416.6	374.9	333.7	-22.6%	55.5%
<b>Total payment</b>	<b>1 106.6</b>	<b>12.2%</b>	<b>100.0%</b>	<b>641.3</b>	<b>794.2</b>	<b>746.4</b>	<b>-12.3%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(33.4)</b>	<b>-35.4%</b>	<b>100.0%</b>	<b>(2 496.4)</b>	<b>(253.3)</b>	<b>(709.9)</b>	<b>177.1%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.1)	-50.4%	0.2%	(2.0)	(1.1)	(1.2)	118.9%	0.3%
Other flows from investing activities	(33.3)	-35.3%	99.8%	(2 494.4)	(252.2)	(708.7)	177.3%	99.7%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(193.8)</b>	<b>16.3%</b>	<b>100.0%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-103.5%</b>	<b>100.0%</b>
<b>Statement of financial position</b>								
Carrying value of assets	3.9	-30.6%	0.1%	3.5	3.1	2.9	-9.6%	0.0%
<i>Acquisition of assets</i>	<i>(0.1)</i>	<i>-50.4%</i>	<i>-0.0%</i>	<i>(2.0)</i>	<i>(1.1)</i>	<i>(1.2)</i>	<i>118.9%</i>	<i>-0.0%</i>
Investments	7 674.0	4.7%	78.8%	9 710.4	10 554.1	11 262.8	13.6%	83.3%
Receivables and prepayments	1 758.1	3.7%	18.8%	1 754.0	2 039.0	1 784.6	0.5%	15.8%
Cash and cash equivalents	100.0	-29.4%	2.3%	94.1	101.5	101.5	0.5%	0.9%
Taxation	-	-	0.0%	-	-	0.0	-	0.0%
<b>Total assets</b>	<b>9 536.1</b>	<b>3.7%</b>	<b>100.0%</b>	<b>11 562.0</b>	<b>12 697.8</b>	<b>13 151.9</b>	<b>11.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	5 328.0	100.9%	27.2%	5 579.6	6 318.9	7 024.0	9.6%	51.8%
Capital and reserves	355.9	-50.4%	23.0%	355.9	355.9	355.9	-	3.1%
Deferred income	-	-	-	74.5	73.3	71.5	-	0.4%
Trade and other payables	55.8	12.9%	0.6%	38.2	91.6	83.1	14.2%	0.6%
Taxation	25.9	-30.9%	0.5%	25.9	25.9	25.9	-	0.2%
Provisions	2 714.1	-5.7%	33.0%	4 680.1	5 131.6	5 041.5	22.9%	36.9%
Derivatives financial instruments	1 056.4	-13.5%	15.8%	807.8	700.6	550.0	-19.6%	6.9%
<b>Total equity and liabilities</b>	<b>9 536.1</b>	<b>3.7%</b>	<b>100.0%</b>	<b>11 562.0</b>	<b>12 697.8</b>	<b>13 151.9</b>	<b>11.3%</b>	<b>100.0%</b>

**Personnel information****Table 39.35 Export Credit Insurance Corporation of South Africa Limited personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts on approved establishment	Number of posts on approved establishment	Actual		Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
			2018/19	2019/20	2019/20	2020/21	2021/22	2022/23	2019/20	2022/23									
Export Credit Insurance Corporation of South Africa Limited			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost			
Salary level	90	90	84	98.4	1.2	90	102.2	1.1	95	115.5	1.2	95	123.0	1.3	95	131.0	1.4	8.6%	100.0%
1-6	8	8	7	1.6	0.2	8	1.8	0.2	13	1.9	0.1	13	2.0	0.2	13	2.1	0.2	4.9%	12.5%
7-10	41	41	43	26.6	0.6	41	27.4	0.7	41	28.7	0.7	41	30.6	0.7	41	32.6	0.8	5.9%	43.8%
11-12	15	15	16	18.9	1.2	15	13.9	0.9	15	17.8	1.2	15	18.9	1.3	15	20.2	1.3	13.2%	16.0%
13-16	22	22	15	32.7	2.2	22	40.6	1.8	22	45.1	2.1	22	48.0	2.2	22	51.2	2.3	8.0%	23.5%
17-22	4	4	3	18.6	6.2	4	18.5	4.6	4	22.0	5.5	4	23.5	5.9	4	25.0	6.2	10.6%	4.3%

1. Rand million.

## Industrial Development Corporation

### Selected performance indicators

**Table 39.36 Industrial Development Corporation performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Value of funding disbursed per year	Administration	Priority 1: Economic transformation and job creation	R11bn	R15.4bn	R11.4bn	R16.6bn	R18.3bn	R22.6bn	R21.3bn
Number of jobs expected to be created or saved per year	Administration		20 155	29 885	17 887	32 501	35 767	39 361	39 361
Value of funding to black industrialists signed per year	Administration		R4.9bn	R5.2bn	R4.7bn	R5.5bn	R5.9bn	R6.2bn	R7.6bn
Funding for localisation initiatives signed per year	Administration		R4.8bn	R4.7bn	R4.7bn	R4.9bn	R5.2bn	R5.2bn	R7.4bn

### Entity overview

The Industrial Development Corporation is a national development finance institution established in terms of the Industrial Development Act (1940) with the objective of leading industrial capacity development. The corporation drives the development of industrial capacity through investments in individual companies, and by indirectly acting as a catalyst for the creation or revitalisation of industries and the creation of employment in related businesses.

Disbursements are expected to increase by 28.3 per cent, from R16.6 billion in 2019/20 to R21.3 billion in 2022/23. The bulk of these disbursements is allocated to the department's priority value chains (chemicals and plastics, clothing and textiles, steel and metals fabrication, furniture, sugar production, and poultry), as per the department's master plans. Revenue is expected to increase at an annual average rate of 8.9 per cent, from R20.2 billion in 2019/20 to R26.1 billion 2022/23. The corporation's revenue is mainly derived from interest income from loans, accounting for 65.7 per cent (R46 billion) of total revenue over the medium term. Other revenue streams include dividends from equity investments and income received from fees.

### Programmes/Objectives/Activities

**Table 39.37 Industrial Development Corporation 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 (%)
	2016/17	2017/18	2018/19	2019/20	2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23
Administration	18 773.0	16 154.0	18 710.0	17 395.0	-2.5%	100.0%	17 376.3	20 260.8	22 139.0	8.4%	100.0%
<b>Total</b>	<b>18 773.0</b>	<b>16 154.0</b>	<b>18 710.0</b>	<b>17 395.0</b>	<b>-2.5%</b>	<b>100.0%</b>	<b>17 376.3</b>	<b>20 260.8</b>	<b>22 139.0</b>	<b>8.4%</b>	<b>100.0%</b>

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

**Table 39.38 Industrial Development Corporation of South Africa statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average Outcome/ Budget (%)
	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>23 110.0</b>	<b>20 138.9</b>	<b>18 308.0</b>	<b>18 997.0</b>	<b>17 148.2</b>	<b>18 856.0</b>	<b>19 977.5</b>	<b>20 185.3</b>	<b>99.5%</b>
Sale of goods and services other than capital assets	15 670.0	12 767.9	9 969.0	10 377.0	3 131.0	10 130.0	4 210.0	6 497.7	120.6%
of which:									
Administrative fees	–	–	–	7 994.0	–	10 062.0	–	6 497.7	–
Other sales	15 670.0	12 767.9	9 969.0	2 383.0	3 131.0	68.0	4 210.0	–	46.1%
Other non-tax revenue	7 440.0	7 371.0	8 339.0	8 620.0	14 017.2	8 726.0	15 767.5	13 687.6	84.3%
<b>Transfers received</b>	<b>213.1</b>	<b>213.1</b>	<b>223.8</b>	<b>–</b>	<b>228.8</b>	<b>–</b>	<b>241.5</b>	<b>–</b>	<b>23.5%</b>
<b>Total revenue</b>	<b>23 276.1</b>	<b>20 973.0</b>	<b>18 531.8</b>	<b>19 378.0</b>	<b>17 377.0</b>	<b>19 430.0</b>	<b>20 219.0</b>	<b>20 185.3</b>	<b>100.7%</b>

**Table 39.38 Industrial Development Corporation of South Africa statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
R million	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Expenses</b>									
<b>Current expenses</b>	<b>21 447.8</b>	<b>18 773.0</b>	<b>17 035.0</b>	<b>16 154.0</b>	<b>12 781.7</b>	<b>18 710.0</b>	<b>16 729.6</b>	<b>17 005.0</b>	<b>103.9%</b>
Compensation of employees	887.4	3 229.0	1 260.7	2 377.0	1 132.0	1 012.2	1 204.6	1 061.1	171.2%
Goods and services	17 752.3	12 207.0	13 137.3	10 831.0	8 696.6	13 862.8	11 841.8	12 563.8	96.2%
Depreciation	618.2	730.0	730.0	513.0	1 010.0	1 010.0	1 060.0	843.0	90.6%
Interest, dividends and rent on land	2 190.0	2 607.0	1 907.0	2 433.0	1 943.1	2 825.0	2 623.2	2 537.1	120.1%
<b>Total expenses</b>	<b>21 780.1</b>	<b>18 773.0</b>	<b>17 434.0</b>	<b>16 154.0</b>	<b>12 888.1</b>	<b>18 710.0</b>	<b>16 967.0</b>	<b>17 395.0</b>	<b>102.8%</b>
<b>Surplus/(Deficit)</b>	<b>1 496.0</b>	<b>2 200.0</b>	<b>1 097.8</b>	<b>3 224.0</b>	<b>4 488.9</b>	<b>720.0</b>	<b>3 252.0</b>	<b>2 790.3</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>4 354.5</b>	<b>5 142.0</b>	<b>9 525.3</b>	<b>2 950.0</b>	<b>3 094.9</b>	<b>2 884.0</b>	<b>2 132.7</b>	<b>3 384.1</b>	<b>75.2%</b>
<b>Receipts</b>									
<b>Tax receipts</b>	–	<b>384.0</b>	–	<b>453.0</b>	–	–	–	–	–
<b>Non-tax receipts</b>	<b>24 373.8</b>	<b>20 773.0</b>	<b>30 429.0</b>	<b>8 945.0</b>	<b>12 821.0</b>	<b>8 986.5</b>	<b>13 200.0</b>	<b>15 095.7</b>	<b>66.6%</b>
Sales of goods and services other than capital assets	16 313.8	–	23 394.0	–	–	–	–	–	–
Administrative fees	305.0	–	500.0	–	–	–	–	–	–
Other sales	16 008.8	–	22 894.0	–	–	–	–	–	–
Other tax receipts	8 060.0	20 773.0	7 035.0	8 945.0	12 821.0	8 986.5	13 200.0	15 095.7	130.8%
<b>Transfers received</b>	<b>213.1</b>	–	<b>223.8</b>	–	–	–	–	–	–
<b>Total receipts</b>	<b>24 587.0</b>	<b>21 157.0</b>	<b>30 652.8</b>	<b>9 398.0</b>	<b>12 821.0</b>	<b>8 986.5</b>	<b>13 200.0</b>	<b>15 095.7</b>	<b>67.2%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>20 029.5</b>	<b>15 631.0</b>	<b>20 978.5</b>	<b>6 448.0</b>	<b>9 541.1</b>	<b>6 071.5</b>	<b>10 705.3</b>	<b>11 374.0</b>	<b>64.5%</b>
Compensation of employees	4 064.4	3 229.0	4 267.6	2 377.0	4 464.4	1 012.2	4 704.6	1 061.1	43.9%
Goods and services	15 915.1	10 422.0	16 710.8	1 753.0	3 133.5	2 234.3	3 377.6	7 775.8	56.7%
Interest and rent on land	50.0	1 980.0	–	2 318.0	1 943.1	2 825.0	2 623.2	2 537.1	209.3%
<b>Total payments</b>	<b>20 232.5</b>	<b>16 015.0</b>	<b>21 127.5</b>	<b>6 448.0</b>	<b>9 726.1</b>	<b>6 102.5</b>	<b>11 067.3</b>	<b>11 711.6</b>	<b>64.8%</b>
<b>Net cash flow from advancing activities (Financial Institutions only)</b>	<b>1 576.3</b>	<b>(449.0)</b>	<b>(3 380.9)</b>	<b>(3 211.0)</b>	<b>(10 549.0)</b>	<b>2 483.0</b>	<b>(11 816.0)</b>	<b>(7 974.3)</b>	<b>37.9%</b>
Loan disbursements	(4 165.7)	(6 740.0)	(9 268.9)	(10 972.0)	(11 646.0)	(7 822.0)	(11 365.0)	(9 048.7)	94.9%
Loan principal repayments	5 742.0	6 291.0	5 888.0	4 408.0	4 779.0	6 504.0	4 721.0	5 432.3	107.1%
Other	–	–	–	3 353.0	(3 682.0)	3 801.0	(5 172.0)	(4 357.9)	-31.6%
<b>Net cash flow from investing activities</b>	<b>(6 272.8)</b>	<b>(3 904.0)</b>	<b>(5 625.4)</b>	<b>(1 148.0)</b>	<b>3 316.0</b>	<b>(1 694.0)</b>	<b>4 200.0</b>	<b>(277.2)</b>	<b>160.3%</b>
Acquisition of property, plant, equipment and intangible assets	(1 757.8)	(905.0)	(1 844.4)	(1 803.0)	–	(1 512.0)	–	(1 186.1)	150.1%
Acquisition of software and other intangible assets	–	(29.0)	–	(4.0)	–	(2.0)	–	–	–
Proceeds from the sale of property, plant, equipment and intangible assets	–	369.0	–	355.0	–	398.0	–	–	–
Other flows from investing activities	(4 515.0)	(3 339.0)	(3 781.0)	304.0	3 316.0	(578.0)	4 200.0	908.9	346.7%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>(20.0)</b>	<b>–</b>	<b>(50.0)</b>	<b>5 861.0</b>	<b>(50.0)</b>	<b>5 194.0</b>	<b>594.4</b>	<b>4.3%</b>
Borrowing activities	–	–	–	–	5 861.0	–	5 194.0	594.4	5.4%
Other flows from financing activities	–	(20.0)	–	(50.0)	–	(50.0)	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(342.0)</b>	<b>769.0</b>	<b>519.0</b>	<b>(1 459.0)</b>	<b>1 722.9</b>	<b>3 623.0</b>	<b>(289.3)</b>	<b>(4 273.0)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	11 168.9	10 074.0	7 837.8	8 148.0	–	7 735.0	–	5 794.0	167.1%
Acquisition of assets	(1 757.8)	(905.0)	(1 844.4)	(1 803.0)	–	(1 512.0)	–	(1 186.1)	150.1%
Investments	103 052.3	104 669.0	110 645.5	112 148.0	101 935.5	118 952.0	101 813.5	87 922.1	101.5%
Inventory	4 461.5	2 771.0	2 201.2	1 748.0	–	2 051.0	–	–	98.6%
Loans	16 408.7	–	30 936.0	–	19 390.2	–	28 075.7	27 557.1	29.1%
Receivables and prepayments	4 414.0	2 702.0	1 664.8	3 351.0	16 011.8	3 865.0	16 822.2	8 613.9	47.6%
Cash and cash equivalents	9 810.0	7 699.0	8 749.0	6 156.0	7 026.3	9 809.0	6 935.9	5 780.1	90.5%
Non-current assets held for sale	–	1 676.0	–	4 508.0	–	36.0	–	–	–
Taxation	461.2	169.0	–	757.0	–	2 158.0	–	–	668.7%
Derivatives financial instruments	–	76.0	–	142.0	–	1.0	–	–	–
<b>Total assets</b>	<b>149 776.5</b>	<b>129 836.0</b>	<b>162 034.3</b>	<b>136 958.0</b>	<b>144 363.9</b>	<b>144 607.0</b>	<b>153 647.3</b>	<b>135 667.3</b>	<b>89.7%</b>
Accumulated surplus/(deficit)	42 537.3	43 729.0	45 438.7	90 714.0	89 563.5	93 910.0	91 566.8	97 323.7	121.0%
Capital and reserves	66 249.8	44 561.0	65 265.9	1 393.0	–	1 393.0	–	–	36.0%
Borrowings	29 233.9	103.0	39 466.0	33 236.0	38 880.3	39 535.0	45 268.7	28 076.2	66.0%
Trade and other payables	4 121.1	4 051.0	2 552.4	3 379.0	–	3 042.0	–	–	156.9%
Taxation	6 399.4	4 879.0	8 345.0	4 715.0	6 866.0	5 752.0	6 969.3	5 981.9	74.6%
Provisions	1 175.0	1 725.0	898.6	1 274.0	–	936.0	–	–	189.8%
Managed funds (e.g. poverty alleviation fund)	30.0	–	30.0	–	3 672.7	–	3 672.7	4 285.5	57.9%
Derivatives financial instruments	30.1	30 788.0	37.6	2 247.0	5 381.4	39.0	6 169.8	–	284.7%
<b>Total equity and liabilities</b>	<b>149 776.5</b>	<b>129 836.0</b>	<b>162 034.3</b>	<b>136 958.0</b>	<b>144 363.9</b>	<b>144 607.0</b>	<b>153 647.3</b>	<b>135 667.3</b>	<b>89.7%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.39 Industrial Development Corporation of South Africa statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance								
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2019/20	2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23
<b>Revenue</b>								
<b>Non-tax revenue</b>	<b>20 185.3</b>	<b>0.1%</b>	<b>97.8%</b>	<b>21 491.0</b>	<b>23 347.7</b>	<b>26 063.3</b>	<b>8.9%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	6 497.7	-20.2%	49.7%	7 095.3	8 063.3	9 749.0	14.5%	34.3%
Administrative fees	6 497.7	–	31.3%	7 095.3	8 063.3	9 749.0	14.5%	34.3%
Other non-tax revenue	13 687.6	22.9%	48.1%	14 395.7	15 284.4	16 314.2	6.0%	65.7%
<b>Total revenue</b>	<b>20 185.3</b>	<b>-1.3%</b>	<b>100.0%</b>	<b>21 491.0</b>	<b>23 347.7</b>	<b>26 063.3</b>	<b>8.9%</b>	<b>100.0%</b>
<b>Current expenses</b>								
<b>Current expenses</b>	<b>17 005.0</b>	<b>-3.2%</b>	<b>99.4%</b>	<b>15 858.7</b>	<b>19 012.2</b>	<b>20 857.5</b>	<b>7.0%</b>	<b>94.3%</b>
Compensation of employees	1 061.1	-31.0%	10.9%	1 117.3	1 169.8	1 228.1	5.0%	6.0%
Goods and services	12 563.8	1.0%	69.6%	11 445.9	13 996.9	15 337.3	6.9%	69.1%
Depreciation	843.0	4.9%	4.3%	885.2	929.4	975.9	5.0%	4.7%
Interest, dividends and rent on land	2 537.1	-0.9%	14.7%	2 410.3	2 916.0	3 316.2	9.3%	14.5%
<b>Total expenses</b>	<b>17 395.0</b>	<b>-2.5%</b>	<b>100.0%</b>	<b>17 376.3</b>	<b>20 260.8</b>	<b>22 139.0</b>	<b>8.4%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>2 790.3</b>			<b>4 114.7</b>	<b>3 086.9</b>	<b>3 924.3</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>3 384.1</b>	<b>-13.0%</b>	<b>100.0%</b>	<b>1 105.0</b>	<b>(289.0)</b>	<b>1 173.3</b>	<b>3.3%</b>	<b>100.0%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>15 095.7</b>	<b>-10.1%</b>	<b>98.3%</b>	<b>14 666.9</b>	<b>15 788.0</b>	<b>16 633.9</b>	<b>3.3%</b>	<b>100.0%</b>
Other tax receipts	15 095.7	-10.1%	98.3%	14 666.9	15 788.0	16 633.9	3.3%	100.0%
<b>Total receipts</b>	<b>15 095.7</b>	<b>-10.6%</b>	<b>100.0%</b>	<b>14 666.9</b>	<b>15 788.0</b>	<b>16 633.9</b>	<b>3.3%</b>	<b>100.0%</b>
<b>Current payments</b>								
<b>Current payments</b>	<b>11 374.0</b>	<b>-10.1%</b>	<b>55.3%</b>	<b>11 749.7</b>	<b>14 578.4</b>	<b>15 180.9</b>	<b>10.1%</b>	<b>93.2%</b>
Compensation of employees	1 061.1	-31.0%	10.9%	1 117.3	1 169.8	1 228.1	5.0%	8.1%
Goods and services	7 775.8	-9.3%	30.8%	8 222.2	10 492.6	10 636.6	11.0%	65.3%
Interest and rent on land	2 537.1	8.6%	13.6%	2 410.3	2 916.0	3 316.2	9.3%	19.8%
<b>Total payment</b>	<b>11 711.6</b>	<b>-9.9%</b>	<b>100.0%</b>	<b>13 561.9</b>	<b>16 077.0</b>	<b>15 460.6</b>	<b>9.7%</b>	<b>100.0%</b>
<b>Net cash flow from advancing activities (Financial Institutions only)</b>	<b>(7 974.3)</b>	<b>160.9%</b>	<b>100.0%</b>	<b>(7 980.8)</b>	<b>(7 930.0)</b>	<b>(8 293.1)</b>	<b>1.3%</b>	<b>66.5%</b>
Loan disbursements	(9 048.7)	10.3%	410.3%	(9 454.1)	(10 131.0)	(10 802.4)	6.1%	79.7%
Loan principal repayments	5 432.3	-4.8%	-336.1%	6 199.3	7 326.3	8 067.6	14.1%	-52.9%
Other	(4 357.9)	–	25.8%	(4 726.0)	(5 125.3)	(5 558.2)	8.4%	39.7%
<b>Net cash flow from investing activities</b>	<b>(277.2)</b>	<b>-58.6%</b>	<b>100.0%</b>	<b>2 000.0</b>	<b>2 600.0</b>	<b>3 200.0</b>	<b>-326.0%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1 186.1)	9.4%	174.3%	–	–	–	-100.0%	107.0%
Other flows from investing activities	908.9	-164.8%	-58.7%	2 000.0	2 600.0	3 200.0	52.1%	-7.0%
<b>Net cash flow from financing activities</b>	<b>594.4</b>	<b>-409.8%</b>	<b>100.0%</b>	<b>4 590.2</b>	<b>4 991.3</b>	<b>3 892.4</b>	<b>87.1%</b>	<b>100.0%</b>
Borrowing Activities	594.4	–	25.0%	4 590.2	4 991.3	3 892.4	87.1%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(4 273.0)</b>	<b>-277.1%</b>	<b>100.0%</b>	<b>(285.6)</b>	<b>(627.7)</b>	<b>(27.4)</b>	<b>-81.4%</b>	<b>100.0%</b>
<b>Statement of financial position</b>								
Carrying value of assets	5 794.0	-16.8%	5.8%	6 310.0	6 500.0	6 313.0	2.9%	4.3%
<b>Acquisition of assets</b>	<b>(1 186.1)</b>	<b>9.4%</b>	<b>-1.0%</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>	<b>-0.2%</b>
Investments	87 922.1	-5.6%	77.4%	89 349.9	91 397.8	92 443.5	1.7%	62.0%
Loans	27 557.1	–	5.1%	33 082.8	36 770.8	40 961.8	14.1%	23.6%
Receivables and prepayments	8 613.9	47.2%	3.4%	8 861.5	9 255.1	9 604.9	3.7%	6.2%
Cash and cash equivalents	5 780.1	-9.1%	5.4%	5 716.6	5 578.3	5 939.3	0.9%	4.0%
<b>Total assets</b>	<b>135 667.3</b>	<b>1.5%</b>	<b>100.0%</b>	<b>143 320.8</b>	<b>149 502.0</b>	<b>155 262.4</b>	<b>4.6%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	97 323.7	30.6%	59.1%	100 744.7	100 897.5	102 659.6	1.8%	68.9%
Borrowings	28 076.2	548.4%	18.1%	32 739.9	37 939.1	42 228.0	14.6%	24.0%
Taxation	5 981.9	7.0%	3.9%	5 550.7	6 379.9	6 089.3	0.6%	4.1%
Managed funds (e.g. poverty alleviation fund)	4 285.5	–	0.8%	4 285.5	4 285.5	4 285.5	–	2.9%
<b>Total equity and liabilities</b>	<b>135 667.3</b>	<b>1.5%</b>	<b>100.0%</b>	<b>143 320.8</b>	<b>149 502.0</b>	<b>155 262.4</b>	<b>4.6%</b>	<b>100.0%</b>

## Personnel information

**Table 39.40 Industrial Development Corporation of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		Unit cost	2019/20		Unit cost	2020/21		2021/22		2022/23				Unit cost			
Industrial Development Corporation of South Africa		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20 - 2022/23		
Salary level	853	853	853	1 012.2	1.2	853	1 061.1	1.2	853	1 117.3	1.3	853	1 169.8	1.4	853	1 228.1	1.4	5.0%	100.0%
1 – 6	43	43	43	75.2	1.7	43	78.9	1.8	43	83.0	1.9	43	87.0	2.0	43	91.3	2.1	5.0%	5.0%
7 – 10	275	275	275	139.5	0.5	275	146.2	0.5	275	153.9	0.6	275	161.2	0.6	275	169.2	0.6	5.0%	32.2%
11 – 12	177	177	177	179.7	1.0	177	188.4	1.1	177	198.4	1.1	177	207.7	1.2	177	218.1	1.2	5.0%	20.8%
13 – 16	337	337	337	546.7	1.6	337	573.2	1.7	337	603.5	1.8	337	631.9	1.9	337	663.4	2.0	5.0%	39.5%
17 – 22	21	21	21	71.0	3.4	21	74.4	3.5	21	78.4	3.7	21	82.1	3.9	21	86.2	4.1	5.0%	2.5%

1. Rand million.

## Companies Tribunal

### Selected performance indicators

**Table 39.41 Companies Tribunal performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of seminars hosted per year	Administration	Priority 1: Economic transformation and job creation	3	1	1	1	1	1	1
Number of participations in outreach and/or exhibition programmes per year	Administration		12	8	10	8	8	8	8
Percentage of decisions and orders issued within 40 working days after the final date of hearing or final submission by parties, whichever is applicable	Adjudicate and resolve disputes in a credible and just manner		80% (12/15)	100% (9)	100% (10)	90%	93%	93%	95%
Percentage of decisions and orders issued within 30 days after the date of allocation or final submission by parties, whichever is applicable	Adjudicate and resolve disputes in a credible and just manner		98% (150/153)	96% (109/113)	93% (130/140)	90%	93%	93%	95%
Percentage of cases finalised in terms of alternative dispute resolution within 25 working days after the final date of hearing or final submission by parties	Adjudicate and resolve disputes in a credible and just manner		79% (15/19)	100% (16)	100% (19)	90%	90%	95%	95%

### Entity overview

The Companies Tribunal was established in 2011 as a juristic person in terms of section 193 of the Companies Act (2008) and became operational in 2012. It is mandated to mediate and adjudicate disputes between companies and hand down orders. The tribunal is enjoined to deliver on this mandate in a manner that is simple, ethical, efficient, equitable, transparent, accountable and impartial. Over the medium term the tribunal expects to host 24 outreach and exhibition programmes, 3 seminars, and other marketing initiatives to raise awareness about its work. This is expected to lead to an increase in the number of cases it receives. These activities are budgeted for under the *Administration* programme which has a total budget of R50.3 million.

Expenditure is expected to decrease at an average annual rate of 6.2 per cent, from R24.2 million in 2019/20 to R20 million in 2022/23, due to the depletion of accumulated reserves that will require the tribunal to adjust expenditure accordingly. Spending on compensation of employees accounts for an estimated 76.6 per cent (R47.9 million) of the tribunal's total expenditure, increasing at an average annual rate of 7.5 per cent, from R13.7 million in 2019/20 to R17 million in 2022/23. The tribunal derives 92.8 per cent (R57.4 million) of its

revenue over the medium term from transfers from the department and the remainder from interest income.

## Programmes/Objectives/Activities

**Table 39.42 Companies Tribunal expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
Administration	16.4	17.8	17.4	20.7	8.1%	83.1%	15.7	16.7	17.9	-4.8%	86.9%
Adjudicate and resolve disputes in a credible and just manner	4.2	4.0	3.0	3.4	-6.8%	16.9%	2.7	2.6	2.1	-15.1%	13.1%
<b>Total</b>	<b>20.6</b>	<b>21.7</b>	<b>20.4</b>	<b>24.2</b>	<b>5.4%</b>	<b>100.0%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>-6.2%</b>	<b>100.0%</b>

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

**Table 39.43 Companies Tribunal statements of historical financial performance, cash flow and financial position**

Statement of financial performance	Budget		Audited outcome		Budget		Revised estimate		Average: Outcome/ Budget (%) 2016/17 - 2019/20
	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22		
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>2.6</b>	<b>2.6</b>	<b>8.0</b>	<b>2.7</b>	<b>5.9</b>	<b>2.4</b>	<b>4.7</b>	<b>6.8</b>	<b>68.0%</b>
<i>of which:</i>									
Other non-tax revenue	2.6	2.6	8.0	2.7	5.9	2.4	4.7	6.8	68.0%
<b>Transfers received</b>	<b>15.1</b>	<b>15.1</b>	<b>15.8</b>	<b>15.8</b>	<b>16.7</b>	<b>16.7</b>	<b>17.4</b>	<b>17.4</b>	<b>100.0%</b>
<b>Total revenue</b>	<b>17.7</b>	<b>17.7</b>	<b>23.9</b>	<b>18.5</b>	<b>22.6</b>	<b>19.1</b>	<b>22.1</b>	<b>24.2</b>	<b>92.1%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>20.6</b>	<b>20.6</b>	<b>23.9</b>	<b>21.7</b>	<b>22.6</b>	<b>20.4</b>	<b>22.1</b>	<b>24.2</b>	<b>97.5%</b>
Compensation of employees	11.7	11.7	14.3	12.3	13.3	11.7	16.0	13.7	89.4%
Goods and services	8.7	8.7	9.3	9.1	9.0	8.4	5.9	10.2	110.9%
Depreciation	0.2	0.2	0.2	0.3	0.3	0.3	0.2	0.2	101.6%
<b>Total expenses</b>	<b>20.6</b>	<b>20.6</b>	<b>23.9</b>	<b>21.7</b>	<b>22.6</b>	<b>20.4</b>	<b>22.1</b>	<b>24.2</b>	<b>97.5%</b>
<b>Surplus/(Deficit)</b>	<b>(2.9)</b>	<b>(2.9)</b>	<b>-</b>	<b>(3.3)</b>	<b>-</b>	<b>(1.3)</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>(2.9)</b>	<b>(2.9)</b>	<b>(7.0)</b>	<b>(2.4)</b>	<b>(2.8)</b>	<b>(1.1)</b>	<b>(4.8)</b>	<b>(1.6)</b>	<b>45.8%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>1.5</b>	<b>1.5</b>	<b>0.6</b>	<b>1.3</b>	<b>0.9</b>	<b>0.8</b>	<b>0.3</b>	<b>0.8</b>	<b>135.5%</b>
Other tax receipts	1.5	1.5	0.6	1.3	0.9	0.8	0.3	0.8	135.5%
<b>Transfers received</b>	<b>15.1</b>	<b>15.1</b>	<b>15.8</b>	<b>15.8</b>	<b>16.7</b>	<b>16.7</b>	<b>17.4</b>	<b>17.4</b>	<b>100.0%</b>
<b>Total receipts</b>	<b>16.5</b>	<b>16.5</b>	<b>16.4</b>	<b>17.1</b>	<b>17.6</b>	<b>17.6</b>	<b>17.7</b>	<b>18.2</b>	<b>101.7%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>19.5</b>	<b>19.5</b>	<b>23.5</b>	<b>19.5</b>	<b>20.4</b>	<b>18.7</b>	<b>22.4</b>	<b>19.8</b>	<b>90.3%</b>
Compensation of employees	11.7	11.7	12.9	11.9	13.3	11.5	14.8	13.7	92.7%
Goods and services	7.8	7.8	10.6	7.6	7.1	7.2	7.6	6.1	86.5%
<b>Total payments</b>	<b>19.5</b>	<b>19.5</b>	<b>23.5</b>	<b>19.5</b>	<b>20.4</b>	<b>18.7</b>	<b>22.4</b>	<b>19.8</b>	<b>90.3%</b>
<b>Net cash flow from investing activities</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(1.2)</b>	<b>(0.3)</b>	<b>(0.5)</b>	<b>(0.1)</b>	<b>(0.7)</b>	<b>210.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.5)	(0.5)	(0.1)	(0.4)	(0.3)	(0.1)	(0.1)	(0.1)	114.3%
Acquisition of software and other intangible assets	-	-	(0.4)	(0.8)	-	(0.4)	-	(0.6)	439.2%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(3.4)</b>	<b>(3.4)</b>	<b>(7.5)</b>	<b>(3.6)</b>	<b>(3.1)</b>	<b>(1.6)</b>	<b>(4.9)</b>	<b>(2.3)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	0.9	0.9	2.4	1.8	2.2	2.0	1.8	1.8	89.4%
<b>Acquisition of assets</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.1)</b>	<b>(0.4)</b>	<b>(0.3)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>114.3%</b>
Inventory	0.0	0.0	0.0	0.0	-	0.0	-	0.0	418.3%
Accrued investment interest	-	-	-	0.0	-	0.0	-	-	-
Receivables and prepayments	0.1	0.1	0.0	0.3	-	0.3	-	0.2	642.2%
Cash and cash equivalents	15.1	15.1	3.8	11.5	7.5	9.9	3.0	2.1	131.4%
<b>Total assets</b>	<b>16.1</b>	<b>16.1</b>	<b>6.2</b>	<b>13.6</b>	<b>9.7</b>	<b>12.2</b>	<b>4.8</b>	<b>4.1</b>	<b>125.4%</b>
Accumulated surplus/(deficit)	15.1	15.1	4.7	11.8	7.8	10.5	3.3	2.6	129.8%
Trade and other payables	0.1	0.7	0.6	1.4	0.9	1.0	0.5	0.5	179.5%
Provisions	1.0	0.4	1.0	0.5	1.0	0.7	1.0	1.0	63.9%
<b>Total equity and liabilities</b>	<b>16.1</b>	<b>16.1</b>	<b>6.2</b>	<b>13.6</b>	<b>9.7</b>	<b>12.2</b>	<b>4.8</b>	<b>4.1</b>	<b>125.4%</b>

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

**Table 39.44 Companies Tribunal statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)
Revised estimate	2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23		
R million								
<b>Revenue</b>								
Non-tax revenue	6.8	36.9%	17.4%	0.1	0.0	0.0	-89.4%	7.2%
Other non-tax revenue	6.8	36.9%	17.4%	0.1	0.0	0.0	-89.4%	7.2%
Transfers received	17.4	4.8%	82.6%	18.2	19.2	20.0	4.8%	92.8%
<b>Total revenue</b>	<b>24.2</b>	<b>10.9%</b>	<b>100.0%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>-6.2%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>24.2</b>	<b>5.4%</b>	<b>100.0%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>-6.2%</b>	<b>100.0%</b>
Compensation of employees	13.7	5.3%	56.9%	15.0	15.9	17.0	7.5%	76.6%
Goods and services	10.2	5.7%	41.9%	3.4	3.3	2.9	-34.2%	23.2%
Depreciation	0.2	-3.2%	1.1%	-	-	-	-100.0%	0.2%
<b>Total expenses</b>	<b>24.2</b>	<b>5.4%</b>	<b>100.0%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>-6.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>			<b>-</b>	<b>-</b>	<b>-</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>(1.6)</b>	<b>-17.4%</b>	<b>6.4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-78.9%</b>	<b>1.3%</b>
<b>Receipts</b>								
Non-tax receipts	0.8	-16.9%	6.4%	0.1	0.0	0.0	-78.9%	1.3%
Other tax receipts	0.8	-16.9%	6.4%	0.1	0.0	0.0	-78.9%	1.3%
Transfers received	17.4	4.8%	93.6%	18.2	19.2	20.0	4.8%	98.7%
<b>Total receipts</b>	<b>18.2</b>	<b>3.2%</b>	<b>100.0%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>3.1%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>19.8</b>	<b>0.6%</b>	<b>89.4%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>0.2%</b>	<b>100.0%</b>
Compensation of employees	13.7	5.4%	56.2%	15.0	15.9	17.0	7.5%	79.7%
Goods and services	6.1	-7.5%	33.2%	3.4	3.3	2.9	-21.9%	20.3%
<b>Total payment</b>	<b>19.8</b>	<b>0.6%</b>	<b>100.0%</b>	<b>18.3</b>	<b>19.2</b>	<b>20.0</b>	<b>0.2%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(0.7)</b>	<b>13.5%</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
Acquisition of property, plant, equipment and intangible assets	(0.1)	-39.8%	43.9%	-	-	-	-100.0%	-
Acquisition of software and other intangible assets	(0.6)	-	56.1%	-	-	-	-100.0%	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2.3)</b>	<b>-11.8%</b>	<b>100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
<b>Statement of financial position</b>								
Carrying value of assets	1.8	27.6%	19.8%	1.6	1.4	1.2	-12.8%	71.0%
Acquisition of assets	(0.1)	-39.8%	-2.3%	-	-	-	-100.0%	-0.6%
Inventory	0.0	4.3%	0.2%	-	-	-	-100.0%	0.1%
Receivables and prepayments	0.2	11.1%	2.6%	0.2	0.2	0.2	-0.5%	10.1%
Cash and cash equivalents	2.1	-48.5%	77.4%	0.6	-	-	-100.0%	18.8%
<b>Total assets</b>	<b>4.1</b>	<b>-36.7%</b>	<b>100.0%</b>	<b>2.4</b>	<b>1.6</b>	<b>1.4</b>	<b>-30.1%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	2.6	-44.5%	82.3%	0.7	-	-	-100.0%	23.2%
Trade and other payables	0.5	-10.5%	8.6%	0.6	0.8	0.7	15.5%	35.6%
Provisions	1.0	40.5%	9.1%	1.0	0.8	0.6	-14.1%	41.3%
<b>Total equity and liabilities</b>	<b>4.1</b>	<b>-36.7%</b>	<b>100.0%</b>	<b>2.4</b>	<b>1.6</b>	<b>1.4</b>	<b>-30.1%</b>	<b>100.0%</b>

## Personnel information

**Table 39.45 Companies Tribunal personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		Unit cost	2019/20		Unit cost	2020/21		Unit cost	2021/22		Unit cost			2022/23		Unit cost	
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20 - 2022/23		
<b>Companies Tribunal</b>																			
Salary level	14	21	13	11.7	0.9	13	13.7	1.1	14	15.0	1.1	14	15.9	1.1	14	17.0	1.2	7.5%	100.0%
1-6	1	1	-	0.2	-	1	0.6	0.6	1	0.6	0.6	1	0.7	0.7	1	0.7	0.7	7.4%	7.3%
7-10	6	10	5	3.2	0.6	5	4.3	0.9	6	4.8	0.8	6	5.1	0.8	6	5.5	0.9	8.5%	41.8%
11-12	4	5	5	4.8	1.0	4	4.2	1.0	4	4.6	1.1	4	4.8	1.2	4	5.2	1.3	7.5%	29.1%
13-16	3	5	3	3.6	1.2	3	4.7	1.6	3	5.0	1.7	3	5.3	1.8	3	5.7	1.9	6.7%	21.8%

1. Rand million.



## Competition Commission

### Selected performance indicators

**Table 39.46 Competition Commission performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average turnaround time for phase 1 merger investigations per year	Mergers and acquisitions	Priority 1: Economic transformation and job creation	17 days	20 days	20 days	20 days	20 days	20 days	20 days
Average turnaround time for phase 2 merger investigations per year	Mergers and acquisitions		45 days	45 days	45 days	45 days	45 days	45 days	45 days
Average turnaround time for phase 3 intermediate merger investigations per year	Mergers and acquisitions		57 days	58 days	60 days	60 days	60 days	60 days	60 days
Average turnaround time for phase 3 large merger investigations per year	Mergers and acquisitions		116 days	153 days	120 days	120 days	120 days	120 days	120 days
Number of abuse of dominance conduct cases initiated in prioritised sectors per year	Enforcements and exemptions		4	5	2	4	4	4	4
Number of cartel cases initiated per year	Cartel		26	28	8	16	16	18	18
Number of market inquiries initiated per year	Policy and research		0	2	0	1	2	2	2
Percentage of merger decisions upheld by the Competition Tribunal and/or courts per year	Legal services		100% (10)	92% (9.2/10)	75% (7.5/10)	75%	75%	75%	75%
Percentage of cartel cases won at the Competition Tribunal and courts per year	Legal services		100% (10)	85% (8.5/10)	75% (7.5/10)	75%	75%	75%	75%
Percentage of abuse of dominance cases won at the Competition Tribunal and courts per year	Legal services	100% (2)	100% (2)	50% (1/2)	70%	70%	70%	70%	

### Entity overview

The Competition Commission is a statutory body constituted in terms of the Competition Act (1998), as amended. It is empowered to investigate, control and evaluate restrictive business practices, including the abuse of dominant positions and mergers, and to promote the advocacy of competition issues to achieve equity and efficiency in the South African economy. Over the medium term, the commission will continue focusing on enforcing competition laws to address the effects of monopolies on the economy, and enhancing competition regulation. To this end, the commission intends to initiate 6 market inquiries in identified economic sectors; and initiate 52 cartel investigations in priority sectors.

Expenditure is expected to increase at an average annual rate of 5 per cent, from R394.2 million in 2019/20 to R456.5 million in 2022/23. Spending on compensation of employees accounts for 70.6 per cent (R979.7 million) of total expenditure over the MTEF period. Revenue is expected to increase at an average annual rate of 5 per cent, from R394.2 million in 2019/20 to R456.5 million in 2022/23. The commission derives 79.5 per cent (R1 billion) of its revenue over the medium term from transfers from the department, while the remainder is generated from fees paid by external parties, mainly for transactions related to mergers and acquisitions.

## Programmes/Objectives/Activities

Table 39.47 Competition Commission expenditure trends and estimates by programme/objective/activity

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/Total (%) 2016/17 - 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
Administration	108.9	124.3	113.0	155.4	12.6%	32.4%	156.6	157.8	143.5	-2.6%	36.1%
Mergers and acquisitions	23.1	30.5	32.4	34.0	13.7%	7.8%	33.6	38.2	49.8	13.5%	9.1%
Enforcements and exemptions	32.2	39.6	44.5	56.7	20.8%	11.2%	73.4	77.0	90.2	16.7%	17.3%
Cartel	48.3	108.3	85.4	47.2	-0.8%	18.6%	44.3	53.2	55.5	5.5%	11.7%
Policy and research	44.0	38.4	41.4	40.0	-3.2%	10.7%	45.0	43.1	44.9	4.0%	10.1%
Legal services	44.6	61.0	44.3	42.9	-1.3%	12.4%	42.7	45.4	47.3	3.3%	10.5%
Advocacy and stakeholder relations	-	-	-	18.0	-	1.1%	21.7	24.4	25.4	12.1%	5.2%
Inquiry into private health care	66.9	20.0	-	-	-100.0%	5.7%	-	-	-	-	-
<b>Total</b>	<b>368.2</b>	<b>422.1</b>	<b>360.9</b>	<b>394.2</b>	<b>2.3%</b>	<b>100.0%</b>	<b>417.2</b>	<b>439.0</b>	<b>456.5</b>	<b>5.0%</b>	<b>100.0%</b>

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

Table 39.48 Competition Commission statements of historical financial performance, cash flow and financial position

Statement of financial performance									
R million	Audited outcome		Audited outcome		Audited outcome		Budget estimate	Revised estimate	Average: Outcome/Budget (%) 2016/17 - 2019/20
	Budget	2016/17	Budget	2017/18	Budget	2018/19			
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>64.1</b>	<b>68.0</b>	<b>82.2</b>	<b>84.4</b>	<b>78.2</b>	<b>102.5</b>	<b>81.3</b>	<b>78.8</b>	<b>109.1%</b>
Sale of goods and services other than capital assets	55.3	57.1	75.3	62.7	75.3	70.7	79.3	76.8	93.7%
<i>of which:</i>									
<i>Administrative fees</i>	55.3	57.1	75.3	62.7	75.3	70.7	79.3	76.8	93.7%
Other non-tax revenue	8.8	10.9	6.8	21.7	2.9	31.8	2.0	2.0	324.3%
<b>Transfers received</b>	<b>221.6</b>	<b>221.6</b>	<b>258.4</b>	<b>268.4</b>	<b>281.8</b>	<b>281.8</b>	<b>295.4</b>	<b>315.4</b>	<b>102.8%</b>
<b>Total revenue</b>	<b>285.7</b>	<b>289.6</b>	<b>340.5</b>	<b>352.8</b>	<b>360.0</b>	<b>384.3</b>	<b>376.8</b>	<b>394.2</b>	<b>104.2%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>389.6</b>	<b>368.2</b>	<b>340.5</b>	<b>422.1</b>	<b>360.0</b>	<b>360.9</b>	<b>376.8</b>	<b>394.2</b>	<b>105.3%</b>
Compensation of employees	181.8	180.5	205.7	240.6	210.4	211.3	238.2	235.7	103.8%
Goods and services	203.5	185.4	130.1	176.8	144.6	144.6	134.8	154.8	107.9%
Depreciation	4.3	2.2	4.6	4.6	4.9	4.9	3.8	3.8	88.1%
Interest, dividends and rent on land	0.1	0.1	0.1	0.1	0.1	0.1	-	-	100.0%
<b>Total expenses</b>	<b>389.6</b>	<b>368.2</b>	<b>340.5</b>	<b>422.1</b>	<b>360.0</b>	<b>360.9</b>	<b>376.8</b>	<b>394.2</b>	<b>105.3%</b>
<b>Surplus/(Deficit)</b>	<b>(103.9)</b>	<b>(78.6)</b>	<b>-</b>	<b>(69.3)</b>	<b>-</b>	<b>23.4</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>2.2</b>	<b>(81.0)</b>	<b>41.7</b>	<b>(69.2)</b>	<b>17.1</b>	<b>5.6</b>	<b>17.5</b>	<b>17.5</b>	<b>-161.9%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>64.1</b>	<b>67.5</b>	<b>59.2</b>	<b>78.4</b>	<b>60.2</b>	<b>113.2</b>	<b>68.4</b>	<b>68.4</b>	<b>130.0%</b>
Sales of goods and services other than capital assets	55.3	56.6	55.3	62.7	55.3	70.7	65.5	65.5	110.3%
<i>Sales by market establishment</i>	55.3	56.6	55.3	62.7	55.3	70.7	65.5	65.5	110.3%
Other tax receipts	8.8	10.9	3.8	15.7	4.9	42.5	2.9	2.9	353.0%
<b>Transfers received</b>	<b>208.5</b>	<b>221.6</b>	<b>258.4</b>	<b>268.4</b>	<b>281.8</b>	<b>281.8</b>	<b>295.4</b>	<b>295.4</b>	<b>102.2%</b>
<b>Total receipts</b>	<b>272.6</b>	<b>289.1</b>	<b>317.5</b>	<b>346.7</b>	<b>342.0</b>	<b>395.0</b>	<b>363.8</b>	<b>363.8</b>	<b>107.6%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>270.5</b>	<b>370.1</b>	<b>275.8</b>	<b>415.9</b>	<b>324.9</b>	<b>389.3</b>	<b>346.3</b>	<b>346.3</b>	<b>125.0%</b>
Compensation of employees	181.8	178.9	177.8	197.4	227.7	226.1	260.9	260.9	101.8%
Goods and services	88.6	191.0	97.9	218.2	97.1	162.9	85.4	85.4	178.2%
Interest and rent on land	0.2	0.2	0.1	0.3	0.1	0.3	0.1	0.1	235.9%
<b>Total payments</b>	<b>270.5</b>	<b>370.1</b>	<b>275.8</b>	<b>415.9</b>	<b>324.9</b>	<b>389.3</b>	<b>346.3</b>	<b>346.3</b>	<b>125.0%</b>
<b>Net cash flow from investing activities</b>	<b>(1.0)</b>	<b>(7.6)</b>	<b>(1.1)</b>	<b>(8.8)</b>	<b>(15.6)</b>	<b>(3.1)</b>	<b>(15.9)</b>	<b>(15.9)</b>	<b>105.2%</b>
Acquisition of property, plant, equipment and intangible assets	(0.6)	(6.6)	(0.7)	(8.4)	(0.7)	(3.1)	(0.8)	(0.8)	662.7%
Acquisition of software and other intangible assets	(0.4)	(1.0)	(0.4)	(0.4)	(14.9)	-	(15.1)	(15.1)	53.6%
<b>Net cash flow from financing activities</b>	<b>(1.1)</b>	<b>(0.2)</b>	<b>(1.2)</b>	<b>(0.8)</b>	<b>(1.5)</b>	<b>(0.9)</b>	<b>(1.6)</b>	<b>(1.6)</b>	<b>63.8%</b>
Repayment of finance leases	(1.1)	(0.2)	(1.2)	(0.8)	(1.5)	(0.9)	(1.6)	(1.6)	63.8%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>0.0</b>	<b>(88.8)</b>	<b>39.4</b>	<b>(78.8)</b>	<b>(0.0)</b>	<b>1.7</b>	<b>0.0</b>	<b>0.0</b>	

**Table 39.48 Competition Commission statements of historical financial performance, cash flow and financial position**

Statement of financial position	Audited outcome		Audited outcome		Audited outcome		Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	Budget	2016/17	Budget	2017/18	Budget	2018/19	2019/20	2016/17 - 2019/20	
R million									
Carrying value of assets	13.0	20.7	13.0	25.4	13.0	22.8	13.0	13.0	157.4%
Acquisition of assets	(0.6)	(6.6)	(0.7)	(8.4)	(0.7)	(3.1)	(0.8)	(0.8)	662.7%
Inventory	0.3	0.5	0.3	0.4	0.3	1.2	0.3	0.3	194.0%
Receivables and prepayments	-	14.3	-	11.9	-	3.0	-	-	-
Cash and cash equivalents	-	82.2	-	61.4	-	38.3	-	-	-
<b>Total assets</b>	<b>13.3</b>	<b>117.7</b>	<b>13.3</b>	<b>99.2</b>	<b>13.3</b>	<b>65.2</b>	<b>13.3</b>	<b>13.3</b>	<b>554.6%</b>
Accumulated surplus/(deficit)	-	32.6	7.9	(34.7)	(116.2)	(9.5)	(166.7)	(166.7)	64.9%
Borrowings	-	-	-	-	124.3	-	174.9	174.9	58.4%
Finance lease	0.6	2.5	0.5	1.8	0.2	0.9	0.2	0.2	372.9%
Trade and other payables	7.8	82.3	-	109.6	-	59.2	-	-	3 221.2%
Provisions	4.9	0.3	4.9	22.5	4.9	14.7	4.9	4.9	214.7%
<b>Total equity and liabilities</b>	<b>13.3</b>	<b>117.7</b>	<b>13.3</b>	<b>99.2</b>	<b>13.3</b>	<b>65.2</b>	<b>13.3</b>	<b>13.3</b>	<b>554.6%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.49 Competition Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
R million								
<b>Revenue</b>								
<b>Non-tax revenue</b>	<b>78.8</b>	<b>5.0%</b>	<b>23.5%</b>	<b>85.7</b>	<b>90.3</b>	<b>95.6</b>	<b>6.7%</b>	<b>20.5%</b>
Sale of goods and services other than capital assets	76.8	10.4%	18.8%	83.7	88.3	93.6	6.8%	20.0%
Administrative fees	76.8	10.4%	18.8%	83.7	88.3	93.6	6.8%	20.0%
Other non-tax revenue	2.0	-43.2%	4.7%	2.0	2.0	2.0	-	0.5%
<b>Transfers received</b>	<b>315.4</b>	<b>12.5%</b>	<b>76.5%</b>	<b>331.6</b>	<b>348.7</b>	<b>360.9</b>	<b>4.6%</b>	<b>79.5%</b>
<b>Total revenue</b>	<b>394.2</b>	<b>10.8%</b>	<b>100.0%</b>	<b>417.2</b>	<b>439.0</b>	<b>456.5</b>	<b>5.0%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>394.2</b>	<b>2.3%</b>	<b>100.0%</b>	<b>417.2</b>	<b>439.0</b>	<b>456.5</b>	<b>5.0%</b>	<b>100.0%</b>
Compensation of employees	235.7	9.3%	56.1%	311.5	324.2	337.7	12.7%	70.6%
Goods and services	154.8	-5.8%	42.9%	97.6	114.8	118.8	-8.4%	28.7%
Depreciation	3.8	19.2%	1.0%	4.0	-	-	-100.0%	0.5%
Interest, dividends and rent on land	-	-100.0%	0.0%	4.1	-	-	-	0.2%
<b>Total expenses</b>	<b>394.2</b>	<b>2.3%</b>	<b>100.0%</b>	<b>417.2</b>	<b>439.0</b>	<b>456.5</b>	<b>5.0%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>			<b>-</b>	<b>-</b>	<b>-</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>17.5</b>	<b>-160.0%</b>	<b>60.1%</b>	<b>61.2</b>	<b>59.6</b>	<b>41.7</b>	<b>37.1%</b>	<b>63.6%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>68.4</b>	<b>0.4%</b>	<b>23.4%</b>	<b>102.7</b>	<b>103.3</b>	<b>95.6</b>	<b>11.8%</b>	<b>21.6%</b>
Sales of goods and services other than capital assets	65.5	5.0%	18.4%	100.7	101.3	93.6	12.6%	21.0%
Sales by market establishment	65.5	5.0%	18.4%	100.7	101.3	93.6	12.6%	21.0%
Other tax receipts	2.9	-35.7%	5.0%	2.0	2.0	2.0	-11.6%	0.5%
<b>Transfers received</b>	<b>295.4</b>	<b>10.1%</b>	<b>76.6%</b>	<b>331.6</b>	<b>348.7</b>	<b>360.9</b>	<b>6.9%</b>	<b>78.4%</b>
<b>Total receipts</b>	<b>363.8</b>	<b>8.0%</b>	<b>100.0%</b>	<b>434.3</b>	<b>452.0</b>	<b>456.5</b>	<b>7.9%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>346.3</b>	<b>-2.2%</b>	<b>98.7%</b>	<b>373.0</b>	<b>392.5</b>	<b>414.8</b>	<b>6.2%</b>	<b>100.0%</b>
Compensation of employees	260.9	13.4%	56.1%	261.7	276.1	292.6	3.9%	71.6%
Goods and services	85.4	-23.5%	42.6%	111.4	116.4	122.2	12.7%	28.4%
Interest and rent on land	0.1	-33.2%	0.1%	-	-	-	-100.0%	0.0%
<b>Total payment</b>	<b>346.3</b>	<b>-2.2%</b>	<b>100.0%</b>	<b>373.0</b>	<b>392.5</b>	<b>414.8</b>	<b>6.2%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(15.9)</b>	<b>28.0%</b>	<b>100.0%</b>	<b>(17.0)</b>	<b>(18.0)</b>	<b>(19.0)</b>	<b>6.2%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.8)	-50.9%	71.8%	(0.8)	(0.9)	(0.9)	6.2%	4.9%
Acquisition of software and other intangible assets	(15.1)	148.7%	28.2%	(16.2)	(17.1)	(18.1)	6.2%	95.1%
<b>Net cash flow from financing activities</b>	<b>(1.6)</b>	<b>96.7%</b>	<b>100.0%</b>	<b>8.6</b>	<b>9.0</b>	<b>9.6</b>	<b>-282.1%</b>	<b>100.0%</b>
Repayment of finance leases	(1.6)	96.7%	100.0%	8.6	9.0	9.6	-282.1%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>0.0</b>	<b>-101.1%</b>	<b>100.0%</b>	<b>52.8</b>	<b>50.6</b>	<b>32.2</b>	<b>6 302.4%</b>	<b>100.0%</b>

**Table 39.49 Competition Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial position	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
				2019/20	2016/17 - 2019/20	2020/21		
R million								
Carrying value of assets	13.0	-14.4%	44.0%	13.0	13.0	13.0	-	97.7%
Acquisition of assets	(0.8)	-50.9%	-6.2%	(0.8)	(0.9)	(0.9)	6.2%	-6.5%
Inventory	0.3	-14.3%	1.2%	0.3	0.3	0.3	-	2.3%
<b>Total assets</b>	<b>13.3</b>	<b>-51.6%</b>	<b>100.0%</b>	<b>13.3</b>	<b>13.3</b>	<b>13.3</b>	<b>-</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	(166.7)	-272.3%	-318.4%	(166.6)	(166.6)	(166.6)	-0.0%	-1 251.1%
Borrowings	174.9	-	328.3%	174.9	174.9	174.9	-	1 313.0%
Finance lease	0.2	-57.1%	1.7%	0.1	0.1	0.1	-20.6%	0.9%
Provisions	4.9	142.9%	20.6%	4.9	4.9	4.9	-	37.1%
<b>Total equity and liabilities</b>	<b>13.3</b>	<b>-51.6%</b>	<b>100.0%</b>	<b>13.3</b>	<b>13.3</b>	<b>13.3</b>	<b>0.0%</b>	<b>100.0%</b>

## Personnel information

**Table 39.50 Competition Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts on approved establishment		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
			2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23						
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
<b>Competition Commission</b>																			
Salary level	221	221	221	211.3	1.0	221	235.7	1.1	221	311.5	1.4	221	324.2	1.5	221	337.7	1.5	12.7%	100.0%
1 – 6	52	52	52	20.4	0.4	52	22.8	0.4	52	30.1	0.6	52	31.4	0.6	52	32.7	0.6	12.7%	23.5%
7 – 10	87	87	87	55.5	0.6	87	61.9	0.7	87	81.8	0.9	87	85.1	1.0	87	88.6	1.0	12.7%	39.4%
11 – 12	21	21	21	36.5	1.7	21	40.7	1.9	21	53.8	2.6	21	56.0	2.7	21	58.4	2.8	12.7%	9.5%
13 – 16	61	61	61	98.9	1.6	61	110.3	1.8	61	145.8	2.4	61	151.7	2.5	61	158.0	2.6	12.7%	27.6%

1. Rand million.

## Competition Tribunal

### Selected performance indicators

**Table 39.51 Competition Tribunal performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
Percentage of consent orders and settlement agreements issued to parties within 10 business days of the last hearing date per year	Ensure effective and efficient adjudication on matters brought before the tribunal	Priority 1: Economic transformation and job creation	100% (25)	85% (22/26)	97% (28/29)	100%	95%	95%	95%
Percentage of orders in procedural matters issued to parties within 20 and 45 business days of the last hearing date per year	Ensure effective and efficient adjudication on matters brought before the tribunal		26% (11/42)	56% (28/50)	91% (53/58)	26%	85%	85%	85%
Percentage of large mergers set down for hearing or pre-hearing within 10 business days of filing per year	Ensure effective and efficient adjudication on matters brought before the tribunal		87% (89/102)	72% (87/121)	65% (79/122)	87%	75%	75%	75%
Percentage of large merger orders issued to parties within 10 business days of the last hearing date per year	Ensure effective and efficient adjudication on matters brought before the tribunal		99% (101/102)	100% (121)	75% (91/122)	99%	95%	95%	95%
Percentage of large merger reasons for decisions issued within 20 business days of the date the order was issued on per year	Ensure effective and efficient adjudication on matters brought before the tribunal		79% (85/108)	91% (110/121)	75% (91/122)	66%	95%	95%	95%
Percentage of small and intermediate merger considerations set down within 10 business days of receipt of the commission's record per year	Ensure effective and efficient adjudication on matters brought before the tribunal		80% (4/5)	70% (7/10)	25% (3/12)	0%	65%	65%	65%

**Table 39.51 Competition Tribunal performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Percentage of small and intermediate merger consideration orders issued to parties within 10 business days of the last hearing date per year	Ensure effective and efficient adjudication on matters brought before the tribunal	Priority 1: Economic transformation and job creation	67% (2/3)	75% (3/4)	100% (4)	50%	80%	80%	80%
Percentage of reasons for small and intermediate merger consideration decisions issued within 20 business days of the date the order was issued on per year	Ensure effective and efficient adjudication on matters brought before the tribunal		0%	100% (1)	0%	33%	60%	60%	60%

### Entity overview

The Competition Tribunal was established in 1999 in terms of the Competition Act (1998). All large corporate mergers and allegations of restrictive practices are brought before the tribunal by the Competition Commission and interested parties for adjudication. The tribunal is an adjudicative agency; its quasi-judicial nature prevents it from setting proactive objectives or embarking on focused interventions that target any sector or emphasise any specific criteria in its decision-making. As such, the tribunal's caseload is determined by complaint referrals and notified mergers, and each case is adjudicated on its merits. Over the medium term, the tribunal will continue to focus on holding hearings and adjudicating on matters, educating and creating awareness among stakeholders on matters relating to competition, and strengthening organisational capability and performance to deliver on its legislative mandate.

As the tribunal is not project-driven, actual expenditure varies based on the volume of cases brought before it. However, spending on effective and efficient adjudication is expected to account for 51.4 per cent (R102.4 million) of total expenditure over the medium term. Spending on compensation of employees accounts for 60.6 per cent (R120 million) of the tribunal's total expenditure over the period. Revenue is expected to increase by 4.6 per cent, from R61.7 million in 2019/20 to R70.6 million in 2022/23. The tribunal derives 60.1 per cent (R122.8 million) of its revenue over the medium term from transfers from the department, and the remainder from filing fees charged for merger applications.

### Programmes/Objectives/Activities

**Table 39.52 Competition Tribunal expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2016/17	2017/18	2018/19		2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23
Administration	9.3	11.8	12.1	14.1	14.9%	24.4%	14.1	14.8	15.7	3.7%	22.9%
Ensure the effective and efficient adjudication on matters brought before the tribunal	19.7	23.9	23.7	29.9	15.0%	50.2%	32.5	34.1	35.8	6.2%	51.4%
Build and develop effective stakeholder relationships	1.0	1.1	1.1	1.5	13.3%	2.4%	1.4	1.5	1.5	1.9%	2.3%
Ensure that the tribunal effectively leverages employee skills by recruiting, retaining and developing high-quality people	1.8	2.1	2.1	3.7	27.0%	4.9%	2.6	3.1	3.2	-4.2%	4.9%
Competition appeal court	0.1	0.3	0.3	0.7	76.6%	0.7%	0.7	0.7	0.8	1.9%	1.1%
Ensure the tribunal has effective strategic leadership and administration	3.1	3.8	3.2	3.8	6.2%	7.2%	3.8	4.0	4.2	3.8%	6.1%
Enhance record keeping, performance information and case flow management	1.9	2.4	3.3	3.0	15.8%	5.5%	3.8	4.0	4.6	15.1%	6.0%
Ensure financial management that promotes effective and efficient use of resources	1.3	2.0	2.8	3.1	33.7%	4.7%	3.3	3.5	3.7	6.3%	5.3%
<b>Total</b>	<b>38.3</b>	<b>47.5</b>	<b>48.7</b>	<b>59.8</b>	<b>16.0%</b>	<b>100.0%</b>	<b>62.2</b>	<b>65.7</b>	<b>69.5</b>	<b>5.2%</b>	<b>100.0%</b>

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

**Table 39.53 Competition Tribunal statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>14.2</b>	<b>14.8</b>	<b>15.3</b>	<b>17.1</b>	<b>21.2</b>	<b>18.6</b>	<b>25.4</b>	<b>25.5</b>	<b>99.9%</b>
Sale of goods and services other than capital assets	13.4	13.9	14.4	16.3	18.6	17.6	19.5	19.5	101.9%
<i>of which:</i>									
<i>Administrative fees</i>	13.4	13.9	14.4	16.3	18.6	17.6	19.5	19.5	101.9%
Other non-tax revenue	0.8	1.0	0.9	0.8	2.6	1.0	5.9	6.0	86.8%
<b>Transfers received</b>	<b>21.2</b>	<b>20.1</b>	<b>30.0</b>	<b>30.0</b>	<b>35.1</b>	<b>35.1</b>	<b>36.2</b>	<b>36.2</b>	<b>99.1%</b>
<b>Total revenue</b>	<b>35.4</b>	<b>35.0</b>	<b>45.4</b>	<b>47.1</b>	<b>56.3</b>	<b>53.7</b>	<b>61.6</b>	<b>61.7</b>	<b>99.4%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>41.4</b>	<b>38.3</b>	<b>50.1</b>	<b>47.5</b>	<b>55.1</b>	<b>48.7</b>	<b>59.7</b>	<b>59.8</b>	<b>94.1%</b>
Compensation of employees	23.9	23.8	30.3	27.6	32.2	29.5	35.8	35.8	95.6%
Goods and services	16.7	13.6	19.0	18.9	21.8	18.2	22.5	22.6	91.4%
Depreciation	0.8	0.9	0.8	1.0	1.1	0.9	1.3	1.3	103.1%
<b>Total expenses</b>	<b>41.4</b>	<b>38.3</b>	<b>50.1</b>	<b>47.5</b>	<b>55.1</b>	<b>48.7</b>	<b>59.7</b>	<b>59.8</b>	<b>94.1%</b>
<b>Surplus/(Deficit)</b>	<b>(6.0)</b>	<b>(3.3)</b>	<b>(4.8)</b>	<b>(0.3)</b>	<b>1.2</b>	<b>5.0</b>	<b>1.9</b>	<b>1.9</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>(6.2)</b>	<b>(3.6)</b>	<b>(3.8)</b>	<b>2.4</b>	<b>(0.4)</b>	<b>6.7</b>	<b>1.9</b>	<b>1.9</b>	<b>-85.7%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>14.2</b>	<b>12.8</b>	<b>15.4</b>	<b>16.8</b>	<b>21.2</b>	<b>19.4</b>	<b>25.4</b>	<b>25.5</b>	<b>97.9%</b>
Sales of goods and services other than capital assets	13.4	11.8	14.4	16.0	18.6	18.4	19.5	19.5	99.7%
<i>Administrative fees</i>	13.4	11.8	14.4	16.0	18.6	18.4	19.5	19.5	99.7%
Other tax receipts	0.8	1.0	0.9	0.8	2.6	1.0	5.9	6.0	86.0%
<b>Transfers received</b>	<b>20.1</b>	<b>20.1</b>	<b>30.0</b>	<b>30.0</b>	<b>35.1</b>	<b>35.1</b>	<b>36.2</b>	<b>36.2</b>	<b>100.0%</b>
<b>Total receipts</b>	<b>34.3</b>	<b>32.9</b>	<b>45.4</b>	<b>46.9</b>	<b>56.3</b>	<b>54.5</b>	<b>61.6</b>	<b>61.7</b>	<b>99.2%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>40.6</b>	<b>36.5</b>	<b>49.2</b>	<b>44.4</b>	<b>56.7</b>	<b>47.9</b>	<b>59.7</b>	<b>59.8</b>	<b>91.5%</b>
Compensation of employees	23.9	23.9	30.3	27.6	32.3	29.5	35.8	35.8	95.6%
Goods and services	16.7	12.6	19.0	16.8	24.4	18.3	23.8	23.9	85.4%
Interest and rent on land	–	0.0	–	0.0	–	0.0	–	0.0	–
<b>Total payments</b>	<b>40.6</b>	<b>36.5</b>	<b>49.2</b>	<b>44.4</b>	<b>56.7</b>	<b>47.9</b>	<b>59.7</b>	<b>59.8</b>	<b>91.5%</b>
<b>Net cash flow from investing activities</b>	<b>(1.3)</b>	<b>(0.4)</b>	<b>(1.2)</b>	<b>(0.9)</b>	<b>(1.2)</b>	<b>(0.9)</b>	<b>(1.9)</b>	<b>(1.9)</b>	<b>74.5%</b>
Acquisition of property, plant, equipment and intangible assets	(0.8)	(0.4)	(0.4)	(0.8)	(0.8)	(0.6)	(1.3)	(1.3)	92.1%
Acquisition of software and other intangible assets	(0.5)	(0.1)	(0.8)	(0.2)	(0.4)	(0.3)	(0.7)	(0.7)	52.3%
Proceeds from the sale of property, plant, equipment and intangible assets	–	0.0	0.0	0.0	0.0	0.0	0.0	0.0	220.0%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>160.7%</b>
Repayment of finance leases	–	(0.2)	(0.2)	(0.2)	(0.1)	(0.2)	(0.1)	(0.1)	160.7%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(7.6)</b>	<b>(4.2)</b>	<b>(5.2)</b>	<b>1.3</b>	<b>(1.7)</b>	<b>5.6</b>	<b>(0.1)</b>	<b>(0.1)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	5.3	4.5	4.9	4.4	4.6	4.8	5.2	5.4	96.0%
<b>Acquisition of assets</b>	<b>(0.8)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>(0.8)</b>	<b>(0.8)</b>	<b>(0.6)</b>	<b>(1.3)</b>	<b>(1.3)</b>	<b>92.1%</b>
Inventory	–	0.1	0.1	0.0	0.1	0.0	0.1	0.1	100.6%
Receivables and prepayments	–	2.6	–	2.8	2.7	2.0	2.5	–	142.7%
Cash and cash equivalents	10.9	13.2	8.0	14.5	12.8	20.1	8.9	13.7	151.4%
<b>Total assets</b>	<b>16.2</b>	<b>20.4</b>	<b>13.0</b>	<b>21.8</b>	<b>20.1</b>	<b>26.9</b>	<b>16.7</b>	<b>19.1</b>	<b>133.8%</b>
Accumulated surplus/(deficit)	13.1	17.4	11.5	17.1	15.4	22.2	11.9	13.7	135.8%
Finance lease	0.3	0.3	0.1	0.1	0.2	0.4	0.2	0.2	138.2%
Trade and other payables	2.3	2.0	0.7	3.6	3.8	3.4	3.8	4.5	127.2%
Provisions	0.6	0.7	0.7	0.9	0.7	0.9	0.8	0.8	120.5%
<b>Total equity and liabilities</b>	<b>16.2</b>	<b>20.4</b>	<b>13.0</b>	<b>21.8</b>	<b>20.1</b>	<b>26.9</b>	<b>16.7</b>	<b>19.1</b>	<b>133.8%</b>

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

**Table 39.54 Competition Tribunal statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance	Revised estimate	Average growth rate		Medium-term estimate			Average growth rate	
		2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2022/23
R million								
<b>Revenue</b>			<b>Average: Expenditure/ Total (%)</b>					<b>Average: Expenditure/ Total (%)</b>
<b>Non-tax revenue</b>	<b>25.5</b>	<b>19.7%</b>	<b>38.7%</b>	<b>26.8</b>	<b>27.8</b>	<b>24.7</b>	<b>-1.0%</b>	<b>39.9%</b>
Sale of goods and services other than capital assets	19.5	12.1%	34.6%	20.0	21.2	22.5	4.9%	31.6%
Administrative fees	19.5	12.1%	34.6%	20.0	21.2	22.5	4.9%	31.6%
Other non-tax revenue	6.0	82.7%	4.0%	6.8	6.6	2.2	-28.7%	8.3%
<b>Transfers received</b>	<b>36.2</b>	<b>21.6%</b>	<b>61.3%</b>	<b>37.4</b>	<b>39.5</b>	<b>45.9</b>	<b>8.3%</b>	<b>60.1%</b>
<b>Total revenue</b>	<b>61.7</b>	<b>20.8%</b>	<b>100.0%</b>	<b>64.2</b>	<b>67.3</b>	<b>70.6</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>59.8</b>	<b>16.0%</b>	<b>100.0%</b>	<b>62.2</b>	<b>65.7</b>	<b>69.5</b>	<b>5.2%</b>	<b>100.0%</b>
Compensation of employees	35.8	14.6%	60.2%	38.1	40.1	41.8	5.3%	60.6%
Goods and services	22.6	18.6%	37.6%	22.8	24.2	26.1	4.8%	37.2%
Depreciation	1.3	12.4%	2.2%	1.2	1.4	1.6	8.6%	2.1%
<b>Total expenses</b>	<b>59.8</b>	<b>16.0%</b>	<b>100.0%</b>	<b>62.2</b>	<b>65.7</b>	<b>69.5</b>	<b>5.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>1.9</b>			<b>2.1</b>	<b>1.6</b>	<b>1.1</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>1.9</b>	<b>-180.6%</b>	<b>105.7%</b>	<b>2.0</b>	<b>1.5</b>	<b>1.0</b>	<b>8.8%</b>	<b>103.0%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>25.5</b>	<b>25.9%</b>	<b>37.9%</b>	<b>26.8</b>	<b>27.8</b>	<b>24.7</b>	<b>-1.0%</b>	<b>39.9%</b>
Sales of goods and services other than capital assets	19.5	18.2%	33.9%	20.0	21.2	22.5	4.9%	31.6%
Administrative fees	19.5	18.2%	33.9%	20.0	21.2	22.5	4.9%	31.6%
Other tax receipts	6.0	83.7%	4.1%	6.8	6.6	2.2	-28.7%	8.3%
<b>Transfers received</b>	<b>36.2</b>	<b>21.6%</b>	<b>62.1%</b>	<b>37.4</b>	<b>39.5</b>	<b>45.9</b>	<b>8.3%</b>	<b>60.1%</b>
<b>Total receipts</b>	<b>61.7</b>	<b>23.3%</b>	<b>100.0%</b>	<b>64.2</b>	<b>67.3</b>	<b>70.6</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>59.8</b>	<b>17.9%</b>	<b>96.8%</b>	<b>62.2</b>	<b>65.8</b>	<b>69.6</b>	<b>5.2%</b>	<b>100.0%</b>
Compensation of employees	35.8	14.5%	60.3%	38.1	40.1	41.8	5.3%	60.6%
Goods and services	23.9	23.9%	36.5%	24.1	25.6	27.7	5.0%	39.4%
Interest and rent on land	0.0	-7.6%	0.1%	0.0	0.0	0.0	-	0.0%
<b>Total payment</b>	<b>59.8</b>	<b>17.9%</b>	<b>100.0%</b>	<b>62.2</b>	<b>65.8</b>	<b>69.6</b>	<b>5.2%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(1.9)</b>	<b>63.6%</b>	<b>100.0%</b>	<b>(2.0)</b>	<b>(1.6)</b>	<b>(1.1)</b>	<b>-17.5%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.3)	48.5%	75.6%	(1.7)	(0.4)	(0.4)	-32.8%	52.7%
Acquisition of software and other intangible assets	(0.7)	112.9%	26.6%	(0.3)	(1.2)	(0.7)	2.1%	47.9%
Proceeds from the sale of property, plant, equipment and intangible assets	0.0	-16.2%	-2.2%	0.0	0.0	0.0	-	-0.6%
<b>Net cash flow from financing activities</b>	<b>(0.1)</b>	<b>-24.0%</b>	<b>100.0%</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>-10.6%</b>	<b>100.0%</b>
Repayment of finance leases	(0.1)	-24.0%	100.0%	(0.1)	(0.1)	(0.1)	-10.6%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(0.1)</b>	<b>-70.8%</b>	<b>100.0%</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>-9.4%</b>	<b>100.0%</b>
<b>Statement of financial position</b>								
Carrying value of assets	5.4	5.8%	22.1%	6.1	6.2	5.6	1.5%	55.7%
Acquisition of assets	(1.3)	48.5%	-3.5%	(1.7)	(0.4)	(0.4)	-32.8%	-7.1%
Inventory	0.1	-	0.2%	0.1	0.1	0.1	-	0.6%
Receivables and prepayments	-	-100.0%	8.2%	0.9	0.9	0.9	-	7.6%
Cash and cash equivalents	13.7	1.2%	69.4%	7.7	1.8	0.1	-83.6%	36.1%
<b>Total assets</b>	<b>19.1</b>	<b>-2.1%</b>	<b>100.0%</b>	<b>14.8</b>	<b>8.9</b>	<b>6.7</b>	<b>-29.6%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	13.7	-7.7%	79.5%	7.7	1.8	0.1	-83.6%	36.1%
Finance lease	0.2	-19.8%	1.2%	0.1	0.1	0.1	-10.6%	1.3%
Trade and other payables	4.5	32.1%	15.6%	6.2	6.3	5.7	8.3%	55.5%
Provisions	0.8	3.9%	3.7%	0.8	0.8	0.8	-	7.2%
<b>Total equity and liabilities</b>	<b>19.1</b>	<b>-2.1%</b>	<b>100.0%</b>	<b>14.8</b>	<b>8.9</b>	<b>6.7</b>	<b>-29.6%</b>	<b>100.0%</b>

## Personnel information

**Table 39.55 Competition Tribunal personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Number		
Number of funded posts	Number of posts on approved establishment	Actual 2018/19			Revised estimate 2019/20			Medium-term expenditure estimate									Average growth rate (%)	Average: Salary level/Total (%)	
		Number	Cost	Unit cost	Number	Cost	Unit cost	2020/21			2021/22			2022/23					
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20 - 2022/23		
<b>Competition Tribunal</b>																			
Salary level	35	35	32	29.5	0.9	35	35.8	1.0	34	38.1	1.1	34	40.1	1.2	34	41.8	1.2	5.3%	100.0%
1 – 6	2	2	2	1.1	0.5	2	1.1	0.6	2	1.1	0.5	2	1.1	0.6	2	1.2	0.6	1.9%	5.8%
7 – 10	18	18	16	8.2	0.5	18	10.1	0.6	17	11.0	0.6	17	12.0	0.7	17	12.6	0.7	7.6%	50.4%
11 – 12	2	2	2	1.7	0.8	2	1.9	1.0	2	2.0	1.0	2	2.2	1.1	2	2.3	1.1	5.4%	5.8%
13 – 16	7	7	7	7.7	1.1	7	9.1	1.3	7	9.2	1.3	7	9.7	1.4	7	10.2	1.5	4.0%	20.4%
17 – 22	6	6	5	10.9	2.2	6	13.5	2.3	6	14.8	2.5	6	15.1	2.5	6	15.5	2.6	4.8%	17.5%

1. Rand million.

## International Trade Administration Commission

### Selected performance indicators

**Table 39.56 International Trade Administration Commission performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Percentage of final decisions for customs tariff amendment investigations taken within 6 months of initiation per year	Tariff investigations	Priority 1: Economic transformation and job creation	66% (21/32)	44% (12/27)	59% (13/22)	80%	80%	80%	80%
Percentage of rebate and drawback permits issued within 2 weeks per year	Tariff investigations		99% (915/921)	97% (83/1 018)	100% (1 417)	100%	100%	100%	100%
Percentage of new investigations initiated on anti-dumping, countervailing duties, safeguards and sunset reviews initiated per year	Trade remedies		80% (4/5)	0%	56% (5/9)	80%	80%	80%	80%
Number of import control permits issued per year	Import and export control		18 660	20 192	19 267	16 000	16 000	16 000	16 000
Number of export control permits issued per year	Import and export control		12 828	13 411	15 183	12 000	12 000	12 000	12 000
Number of enforcement container inspections conducted per year	Import and export control		3 371	3 791	1 000	1 000	1 000	1 000	1 000
Number of investigations on enforcement of permit conditions per year	Import and export control		13	19	20	20	20	20	20

### Entity overview

The International Trade Administration Commission was established through the International Trade Administration Act (2002). The aim of the commission is to foster economic growth and development, raise income levels, and promote investment and employment in South Africa and the Southern African Customs Union area by establishing an administration system for international trade. The commission's core functions are conducting customs tariff investigations, instituting trade remedies, and providing import and export controls.

Expenditure is expected to increase at an average annual rate of 4.6 per cent, from R108.9 million in 2019/20 to R124.7 million in 2022/2023. Spending on compensation of employees accounts for 80.7 per cent (R290.8 million) of the commission's total expenditure over the period ahead. Revenue is expected to increase at an average annual rate of 4.6 per cent, from R108.9 million in 2019/20 to R124.7 million in 2022/23. Transfers from the department account for 98.5 per cent (R354 million) of total revenue over the MTEF period.



## Programmes/Objectives/Activities

**Table 39.57 International Trade Administration Commission 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 (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
Administration	45.4	56.2	46.6	46.6	0.9%	45.6%	48.5	50.9	51.3	3.2%	42.2%
Tariff investigations	28.5	24.3	25.4	29.0	0.5%	25.1%	30.4	32.2	34.1	5.6%	26.9%
Trade remedies	14.1	16.2	16.5	19.4	11.3%	15.5%	20.4	21.6	22.9	5.6%	18.0%
Import and export control	16.3	12.5	15.9	13.9	-5.1%	13.7%	14.6	15.5	16.4	5.6%	12.9%
<b>Total</b>	<b>104.3</b>	<b>109.2</b>	<b>104.3</b>	<b>108.9</b>	<b>1.5%</b>	<b>100.0%</b>	<b>113.9</b>	<b>120.2</b>	<b>124.7</b>	<b>4.6%</b>	<b>100.0%</b>

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

**Table 39.58 International Trade Administration Commission of South Africa statements of historical financial performance, cash flow and financial position**

R million	Audited outcome		Audited outcome		Audited outcome		Budget estimate	Revised estimate	Average: Outcome/ Budget (%)	
	Budget	2016/17	Budget	2017/18	Budget	2018/19				
<b>Statement of financial performance</b>										
<b>Revenue</b>										
<b>Non-tax revenue</b>		<b>1.7</b>	<b>1.8</b>	<b>1.8</b>	<b>1.1</b>	<b>1.9</b>	<b>1.1</b>	<b>2.0</b>	<b>2.0</b>	<b>81.3%</b>
<i>of which:</i>										
Other non-tax revenue		1.7	1.8	1.8	1.1	1.9	1.1	2.0	2.0	81.3%
<b>Transfers received</b>		<b>87.0</b>	<b>90.9</b>	<b>99.1</b>	<b>100.7</b>	<b>102.2</b>	<b>106.6</b>	<b>106.9</b>	<b>106.9</b>	<b>102.5%</b>
<b>Total revenue</b>		<b>88.7</b>	<b>92.7</b>	<b>100.8</b>	<b>101.7</b>	<b>104.1</b>	<b>107.6</b>	<b>108.9</b>	<b>108.9</b>	<b>102.1%</b>
<b>Expenses</b>										
<b>Current expenses</b>		<b>88.7</b>	<b>104.3</b>	<b>100.8</b>	<b>109.2</b>	<b>104.1</b>	<b>104.3</b>	<b>108.9</b>	<b>108.9</b>	<b>106.0%</b>
Compensation of employees		76.7	79.0	78.6	85.2	83.3	84.4	87.0	87.0	103.1%
Goods and services		10.8	23.6	20.9	22.4	19.4	19.0	20.5	20.5	119.4%
Depreciation		1.0	1.6	1.2	1.7	1.3	0.8	1.3	1.3	112.9%
Interest, dividends and rent on land		0.1	-	0.1	-	0.1	-	0.1	0.1	26.8%
<b>Total expenses</b>		<b>88.7</b>	<b>104.3</b>	<b>100.8</b>	<b>109.2</b>	<b>104.1</b>	<b>104.3</b>	<b>108.9</b>	<b>108.9</b>	<b>106.0%</b>
<b>Surplus/(Deficit)</b>		<b>-</b>	<b>(11.6)</b>	<b>-</b>	<b>(7.5)</b>	<b>-</b>	<b>3.4</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>										
<b>Cash flow from operating activities</b>		<b>0.7</b>	<b>(11.7)</b>	<b>3.3</b>	<b>(6.3)</b>	<b>(1.6)</b>	<b>4.6</b>	<b>(1.7)</b>	<b>4.5</b>	<b>-1 221.0%</b>
<b>Receipts</b>										
<b>Non-tax receipts</b>		<b>1.7</b>	<b>1.8</b>	<b>1.8</b>	<b>1.0</b>	<b>1.9</b>	<b>1.1</b>	<b>2.0</b>	<b>2.0</b>	<b>80.3%</b>
Other tax receipts		1.7	1.8	1.8	1.0	1.9	1.1	2.0	2.0	80.3%
<b>Transfers received</b>		<b>87.0</b>	<b>87.0</b>	<b>99.1</b>	<b>99.1</b>	<b>102.2</b>	<b>106.6</b>	<b>106.9</b>	<b>111.4</b>	<b>102.3%</b>
<b>Total receipts</b>		<b>88.7</b>	<b>88.8</b>	<b>100.8</b>	<b>100.1</b>	<b>104.1</b>	<b>107.6</b>	<b>108.9</b>	<b>113.4</b>	<b>101.9%</b>
<b>Payment</b>										
<b>Current payments</b>		<b>88.0</b>	<b>100.5</b>	<b>97.5</b>	<b>106.4</b>	<b>105.7</b>	<b>103.0</b>	<b>110.6</b>	<b>108.9</b>	<b>104.2%</b>
Compensation of employees		74.7	79.7	78.6	84.7	83.3	84.2	88.0	87.0	103.4%
Goods and services		13.2	20.8	18.7	21.7	22.2	18.8	22.4	21.9	108.8%
Interest and rent on land		0.2	-	0.2	-	0.2	-	0.2	-	-
<b>Total payments</b>		<b>88.0</b>	<b>100.5</b>	<b>97.5</b>	<b>106.4</b>	<b>105.7</b>	<b>103.0</b>	<b>110.6</b>	<b>108.9</b>	<b>104.2%</b>
<b>Net cash flow from investing activities</b>		<b>(0.2)</b>	<b>(4.0)</b>	<b>(1.8)</b>	<b>(0.0)</b>	<b>(0.5)</b>	<b>-</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>147.8%</b>
Acquisition of property, plant, equipment and intangible assets		-	(4.0)	(1.4)	(0.1)	(0.5)	-	(0.6)	(0.6)	188.2%
Acquisition of software and other intangible assets		(0.2)	(0.1)	(0.5)	-	-	-	-	-	10.0%
Proceeds from the sale of property, plant, equipment and intangible assets		-	0.0	-	0.1	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>0.5</b>	<b>(15.7)</b>	<b>1.5</b>	<b>(6.4)</b>	<b>(2.1)</b>	<b>4.6</b>	<b>(2.2)</b>	<b>3.9</b>	
<b>Statement of financial position</b>										
Carrying value of assets		2.4	4.1	2.0	2.5	2.3	1.6	0.8	0.8	120.2%
<i>Acquisition of assets</i>		<i>-</i>	<i>(4.0)</i>	<i>(1.4)</i>	<i>(0.1)</i>	<i>(0.5)</i>	<i>-</i>	<i>(0.6)</i>	<i>(0.6)</i>	<i>188.2%</i>
Inventory		0.0	0.1	0.0	0.1	0.1	0.1	0.1	0.1	218.8%
Receivables and prepayments		0.4	0.4	0.3	0.4	0.3	0.4	0.3	0.3	117.1%
Cash and cash equivalents		28.8	19.2	30.2	12.8	4.9	17.4	10.9	10.9	80.5%
<b>Total assets</b>		<b>31.6</b>	<b>23.8</b>	<b>32.6</b>	<b>15.8</b>	<b>7.6</b>	<b>19.6</b>	<b>12.1</b>	<b>12.1</b>	<b>85.0%</b>
Accumulated surplus/(deficit)		21.4	8.4	21.4	0.9	0.9	4.3	0.9	0.9	32.6%
Capital reserve fund		-	1.6	-	-	-	-	-	-	-
Finance lease		0.7	-	0.1	-	-	-	-	-	-
Trade and other payables		3.5	5.4	3.7	4.7	2.2	2.6	4.1	4.1	125.0%
Provisions		6.1	8.1	7.4	9.7	4.5	11.5	7.1	7.1	144.8%
Derivatives financial instruments		-	0.2	-	0.6	-	1.2	-	-	-
<b>Total equity and liabilities</b>		<b>31.6</b>	<b>23.8</b>	<b>32.6</b>	<b>15.8</b>	<b>7.6</b>	<b>19.6</b>	<b>12.1</b>	<b>12.1</b>	<b>85.0%</b>

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

**Table 39.59 International Trade Administration Commission of South Africa statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
					2019/20	2020/21	2021/22		
R million									
<b>Revenue</b>									
Non-tax revenue		2.0	2.2%	1.5%	1.5	1.6	1.7	-5.4%	1.5%
Other non-tax revenue		2.0	2.2%	1.5%	1.5	1.6	1.7	-5.4%	1.5%
Transfers received		106.9	5.6%	98.5%	112.4	118.6	123.0	4.8%	98.5%
<b>Total revenue</b>		<b>108.9</b>	<b>5.5%</b>	<b>100.0%</b>	<b>113.9</b>	<b>120.2</b>	<b>124.7</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Current expenses</b>									
Compensation of employees		87.0	3.2%	78.6%	91.3	96.8	102.6	5.7%	80.7%
Goods and services		20.5	-4.7%	20.1%	21.1	21.8	21.3	1.3%	18.1%
Depreciation		1.3	-6.7%	1.3%	1.4	1.5	0.8	-14.8%	1.1%
Interest, dividends and rent on land		0.1	-	0.0%	0.1	0.1	-	-100.0%	0.1%
<b>Total expenses</b>		<b>108.9</b>	<b>1.5%</b>	<b>100.0%</b>	<b>113.9</b>	<b>120.2</b>	<b>124.7</b>	<b>4.6%</b>	<b>100.0%</b>
Surplus/(Deficit)		-			-	-	-		
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>									
Receipts		4.5	-172.8%	1.4%	-	-	-	-5.4%	1.4%
Non-tax receipts		2.0	2.2%	1.4%	1.5	1.6	1.7	-5.4%	1.4%
Other tax receipts		2.0	2.2%	1.4%	1.5	1.6	1.7	-5.4%	1.4%
Transfers received		111.4	8.6%	98.6%	112.4	118.6	123.0	3.4%	98.6%
<b>Total receipts</b>		<b>113.4</b>	<b>8.5%</b>	<b>100.0%</b>	<b>113.9</b>	<b>120.2</b>	<b>124.7</b>	<b>3.2%</b>	<b>100.0%</b>
Current payments		108.9	2.7%	98.1%	113.9	120.2	124.7	4.6%	100.0%
Compensation of employees		87.0	3.0%	78.6%	91.3	97.9	102.6	5.7%	81.0%
Goods and services		21.9	1.7%	19.5%	22.6	22.3	22.1	0.2%	19.0%
<b>Total payment</b>		<b>108.9</b>	<b>2.7%</b>	<b>100.0%</b>	<b>113.9</b>	<b>120.2</b>	<b>124.7</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>		<b>(0.6)</b>	<b>-48.4%</b>	<b>-</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>4.3%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets		(0.6)	-48.2%	-	(0.6)	(0.6)	(0.6)	4.3%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>3.9</b>	<b>-163.1%</b>	<b>100.0%</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>-154.2%</b>	<b>100.0%</b>
<b>Statement of financial position</b>									
Carrying value of assets		0.8	-41.0%	12.0%	1.1	1.1	1.1	8.3%	7.1%
Acquisition of assets		(0.6)	-48.2%	-5.4%	(0.6)	(0.6)	(0.6)	4.3%	-4.2%
Inventory		0.1	-26.5%	0.6%	0.1	0.1	0.1	24.8%	0.6%
Receivables and prepayments		0.3	-9.3%	2.3%	0.3	0.3	0.3	2.5%	2.3%
Cash and cash equivalents		10.9	-17.0%	85.1%	13.2	13.2	13.2	6.6%	89.9%
<b>Total assets</b>		<b>12.1</b>	<b>-20.1%</b>	<b>100.0%</b>	<b>14.7</b>	<b>14.7</b>	<b>14.7</b>	<b>6.7%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)		0.9	-52.2%	17.6%	4.3	4.3	4.3	66.8%	23.6%
Trade and other payables		4.1	-8.8%	24.9%	3.8	3.8	3.8	-2.3%	27.9%
Provisions		7.1	-4.3%	53.1%	6.6	6.6	6.6	-2.2%	48.4%
<b>Total equity and liabilities</b>		<b>12.1</b>	<b>-20.1%</b>	<b>100.0%</b>	<b>14.7</b>	<b>14.7</b>	<b>14.7</b>	<b>6.7%</b>	<b>100.0%</b>

## Personnel information

**Table 39.60 International Trade Administration Commission of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Number	
		Actual			Revised estimate			Medium-term expenditure estimate					Average growth rate (%)	Average: Salary level/Total (%)				
Number of funded posts	Number of posts on approved establishment	2018/19			2019/20			2020/21		2021/22		2022/23		2019/20 - 2022/23				
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
International Trade Administration Commission of South Africa		131	84.4	0.6	131	87.0	0.7	131	91.3	0.7	131	96.8	0.7	131	102.6	0.8	5.7%	100.0%
Salary level	131	131			131			131			131			131				
1-6	17	17	3.8	0.2	17	4.0	0.2	17	4.2	0.2	17	4.4	0.3	17	4.7	0.3	5.9%	13.0%
7-10	66	66	31.6	0.5	66	33.2	0.5	66	34.9	0.5	66	37.1	0.6	66	39.3	0.6	5.8%	50.4%
11-12	32	32	28.7	0.9	32	29.2	0.9	32	30.7	1.0	32	32.5	1.0	32	34.5	1.1	5.7%	24.4%
13-16	16	16	20.3	1.3	16	20.6	1.3	16	21.6	1.3	16	22.7	1.4	16	24.1	1.5	5.3%	12.2%

1. Rand million.

## National Consumer Commission

### Selected performance indicators

**Table 39.61 National Consumer Commission performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Percentage of complaints referred or issued with non-referrals in a predefined period per year	Promote consumer protection and consumer safety	Priority 7: A better Africa and world	99% (7 259/ 7 297)	98% (6 967/ 7 142)	94% (3 645/ 3 875)	95%	95%	95%	95%
Number of investigations conducted and reports with recommendations produced per year	Promote consumer protection and consumer safety		12	12	12	12	12	12	12
Percentage of matters approved for further enforcement in the National Consumer Tribunal within predetermined period per year	Promote consumer protection and consumer safety		– <sup>1</sup>	100% (9)	67% (6/9)	90%	90%	90%	90%
Report on all product recalls in line with the published product recall guidelines or as agreed with the supplier per year	Promote consumer protection and consumer safety		4	4	4	4	4	4	4
Percentage of requests for explanatory notes and/or non-binding opinions on the interpretation of provisions of the Consumer Protection Act (2008) provided within a predefined period per year	Promote reform of consumer policy and compliance with consumer protection legislation		100% (165)	100% (225)	100% (568)	90%	90%	90%	90%
Number of consumer awareness initiatives conducted per year	Promote public awareness on consumer protection matters		24	24	29	24	24	24	24
Number of business compliance initiatives conducted per year	Promote public awareness on consumer protection matters		12	12	12	12	12	12	12
Number of newsletters published and distributed to consumers in predetermined frequencies per year	Promote public awareness on consumer protection matters		3	4	4	4	4	4	4

1. No historical data available.

### Entity overview

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

Expenditure is expected to increase at an average annual rate of 4.8 per cent, from R60.2 million in 2019/20 to R69.2 million in 2022/23. Spending on compensation of employees accounts for 78.9 per cent (R158.1 million) of the commission's total expenditure over the medium term. Revenue is expected to increase at an average annual rate of 4.8 per cent, from R60.2 million in 2019/20 to R69.2 million in 2022/23. The

commission derives 96.9 per cent (R193 million) of its revenue over the medium term from transfers from the department.

## Programmes/Objectives/Activities

**Table 39.62 National Consumer Commission expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23		
Administration	34.8	33.5	40.8	26.9		-8.2%	52.4%	28.8	30.2	31.6	5.5%	45.2%
Promote consumer protection and safety	19.6	20.3	23.1	24.6		7.9%	34.0%	25.7	27.2	28.3	4.8%	40.8%
Promote reform of consumer policy and compliance with consumer protection legislation	8.0	7.8	7.6	8.2		0.7%	12.3%	8.2	8.7	8.8	2.5%	13.1%
Promote public awareness of consumer protection matters	1.5	1.3	-	0.6		-26.2%	1.3%	0.6	0.6	0.6	1.1%	0.9%
<b>Total</b>	<b>63.8</b>	<b>63.0</b>	<b>71.5</b>	<b>60.2</b>		<b>-1.9%</b>	<b>100.0%</b>	<b>63.3</b>	<b>66.7</b>	<b>69.2</b>	<b>4.8%</b>	<b>100.0%</b>

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

**Table 39.63 National Consumer Commission statements of historical financial performance, cash flow and financial position**

### Statement of financial performance

R million	Audited outcome		Audited outcome		Audited outcome		Budget estimate	Revised estimate	Average: Outcome/ Budget (%)	
	Budget	2016/17	Budget	2017/18	Budget	2018/19				2019/20
<b>Revenue</b>										
<b>Non-tax revenue</b>		1.6	5.5	1.7	9.8	1.8	1.8	1.9	1.9	272.3%
<i>of which:</i>										
Other non-tax revenue		1.6	5.5	1.7	9.8	1.8	1.8	1.9	1.9	272.3%
<b>Transfers received</b>		56.6	56.6	52.6	52.6	69.7	69.7	58.3	58.3	100.0%
<b>Total revenue</b>		58.2	62.2	54.3	62.4	71.5	71.5	60.2	60.2	104.9%
<b>Expenses</b>										
<b>Current expenses</b>		58.2	63.8	54.3	63.0	71.5	71.5	60.2	60.2	105.8%
Compensation of employees		40.4	40.8	42.6	42.3	45.0	45.0	46.8	46.8	100.1%
Goods and services		16.0	21.6	9.7	19.6	25.3	25.3	12.0	12.1	124.8%
Depreciation		1.8	1.4	2.0	1.1	1.2	1.2	1.4	1.3	77.3%
<b>Total expenses</b>		58.2	63.8	54.3	63.0	71.5	71.5	60.2	60.2	105.8%
<b>Surplus/(Deficit)</b>		-	(1.6)	-	(0.6)	-	-	-	-	

### Cash flow statement

<b>Cash flow from operating activities</b>		-	1.4	-	(2.6)	-	(0.2)	-	-	-
<b>Receipts</b>										
<b>Non-tax receipts</b>		1.6	1.7	1.7	1.5	1.8	1.8	1.9	1.9	98.1%
Other tax receipts		1.6	1.7	1.7	1.5	1.8	1.8	1.9	1.9	98.1%
<b>Transfers received</b>		54.5	56.6	52.6	52.6	69.7	69.7	58.3	58.3	100.9%
<b>Total receipts</b>		56.1	58.3	54.3	54.1	71.5	71.5	60.2	60.2	100.8%
<b>Payment</b>										
<b>Current payments</b>		56.1	57.0	54.3	56.7	71.5	71.6	60.2	60.2	101.4%
Compensation of employees		40.4	41.1	42.6	43.1	45.0	45.0	46.8	46.8	100.6%
Goods and services		15.7	15.9	11.7	13.7	26.5	26.6	13.4	13.4	103.4%
<b>Total payments</b>		56.1	57.0	54.3	56.7	71.5	71.6	60.2	60.2	101.4%
<b>Net cash flow from investing activities</b>		(0.5)	(0.8)	(1.3)	(0.5)	(1.0)	(1.0)	(1.0)	(1.0)	85.1%
Acquisition of property, plant, equipment and intangible assets		(0.3)	(0.8)	(0.6)	(0.5)	(0.7)	(0.7)	(0.7)	(0.7)	115.9%
Acquisition of software and other intangible assets		(0.2)	-	(0.7)	-	(0.3)	(0.3)	(0.3)	(0.3)	40.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>		(0.5)	0.6	(1.3)	(3.1)	(1.0)	(1.1)	(1.0)	(1.0)	

### Statement of financial position

Carrying value of assets	4.7	3.8	5.2	2.9	4.8	4.8	4.8	4.8	83.5%
<b>Acquisition of assets</b>	(0.3)	(0.8)	(0.6)	(0.5)	(0.7)	(0.7)	(0.7)	(0.7)	115.9%
Receivables and prepayments	0.1	0.3	0.1	0.7	0.1	0.1	0.1	0.1	470.8%
Cash and cash equivalents	7.7	10.9	7.3	7.8	7.5	7.5	7.5	7.5	112.3%
<b>Total assets</b>	<b>12.5</b>	<b>15.0</b>	<b>12.6</b>	<b>11.4</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>102.7%</b>
Accumulated surplus/(deficit)	8.9	9.4	8.9	8.8	8.9	8.9	8.9	8.9	100.9%
Trade and other payables	1.4	3.3	1.2	0.9	1.0	1.0	1.0	1.0	134.7%
Provisions	1.1	2.3	1.2	1.7	1.3	1.3	1.3	1.3	135.6%
Derivatives financial instruments	1.1	-	1.2	-	1.1	1.1	1.1	1.1	48.6%
<b>Total equity and liabilities</b>	<b>12.5</b>	<b>15.0</b>	<b>12.6</b>	<b>11.4</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>12.3</b>	<b>102.7%</b>

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

**Table 39.64 National Consumer Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Revised estimate	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
R million								
<b>Revenue</b>								
Non-tax revenue	1.9	-30.1%	7.6%	2.0	2.1	2.2	4.9%	3.1%
Other non-tax revenue	1.9	-30.1%	7.6%	2.0	2.1	2.2	4.9%	3.1%
Transfers received	58.3	1.0%	92.4%	61.3	64.6	67.1	4.8%	96.9%
<b>Total revenue</b>	<b>60.2</b>	<b>-1.1%</b>	<b>100.0%</b>	<b>63.3</b>	<b>66.7</b>	<b>69.2</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Current expenses</b>								
Compensation of employees	46.8	4.7%	67.9%	49.6	52.8	55.7	5.9%	78.9%
Goods and services	12.1	-17.5%	30.1%	12.2	12.3	12.0	-0.5%	18.8%
Depreciation	1.3	-2.9%	1.9%	1.5	1.6	1.6	8.9%	2.3%
<b>Total expenses</b>	<b>60.2</b>	<b>-1.9%</b>	<b>100.0%</b>	<b>63.3</b>	<b>66.7</b>	<b>69.2</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>			<b>-</b>	<b>-</b>	<b>-</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>								
<b>Receipts</b>								
Non-tax receipts	1.9	4.1%	2.8%	2.0	2.1	2.2	4.9%	3.1%
Other tax receipts	1.9	4.1%	2.8%	2.0	2.1	2.2	4.9%	3.1%
Transfers received	58.3	1.0%	97.2%	61.3	64.6	67.1	4.8%	96.9%
<b>Total receipts</b>	<b>60.2</b>	<b>1.1%</b>	<b>100.0%</b>	<b>63.3</b>	<b>66.7</b>	<b>69.2</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Current payments</b>								
Compensation of employees	46.8	4.5%	68.3%	49.6	52.9	55.7	5.9%	78.9%
Goods and services	13.4	-5.6%	26.5%	13.6	13.9	13.6	0.5%	21.1%
<b>Total payment</b>	<b>60.2</b>	<b>1.9%</b>	<b>100.0%</b>	<b>63.3</b>	<b>66.7</b>	<b>69.2</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>								
Acquisition of property, plant, equipment and intangible assets	(0.7)	-5.9%	84.2%	(0.7)	(0.7)	(0.7)	1.3%	68.3%
Acquisition of software and other intangible assets	(0.3)	-	15.8%	(0.3)	(0.3)	(0.3)	2.2%	31.7%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(1.0)</b>	<b>-218.0%</b>	<b>100.0%</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>1.6%</b>	<b>100.0%</b>
<b>Carrying value of assets</b>								
Carrying value of assets	4.8	8.2%	32.2%	3.6	4.0	4.0	-5.9%	36.0%
Acquisition of assets	(0.7)	-5.9%	-5.0%	(0.7)	(0.7)	(0.7)	1.3%	-5.8%
Receivables and prepayments	0.1	-46.7%	2.2%	0.2	0.0	0.0	-26.3%	0.7%
Cash and cash equivalents	7.5	-11.8%	65.6%	7.0	7.0	7.3	-0.9%	63.3%
<b>Total assets</b>	<b>12.3</b>	<b>-6.4%</b>	<b>100.0%</b>	<b>10.8</b>	<b>11.0</b>	<b>11.3</b>	<b>-2.9%</b>	<b>100.0%</b>
<b>Accumulated surplus/(deficit)</b>								
Accumulated surplus/(deficit)	8.9	-1.6%	71.1%	8.2	8.2	8.2	-2.6%	73.9%
Trade and other payables	1.0	-32.9%	11.5%	0.7	1.0	1.1	3.2%	8.4%
Provisions	1.3	-17.7%	12.9%	1.1	1.0	1.1	-5.4%	9.9%
Derivatives financial instruments	1.1	-	4.5%	0.8	0.8	0.9	-8.2%	7.9%
<b>Total equity and liabilities</b>	<b>12.3</b>	<b>-6.4%</b>	<b>100.0%</b>	<b>10.8</b>	<b>11.0</b>	<b>11.3</b>	<b>-2.9%</b>	<b>100.0%</b>

## Personnel information

**Table 39.65 National Consumer Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23												
National Consumer Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	86	86	85	45.0	0.5	86	46.8	0.5	86	49.6	0.6	86	52.8	0.6	86	55.7	0.6	5.9%	100.0%
1 - 6	37	37	37	3.0	0.1	37	9.6	0.3	37	10.2	0.3	37	11.5	0.3	37	12.1	0.3	8.1%	43.0%
7 - 10	20	20	18	13.0	0.7	20	8.6	0.4	20	9.0	0.5	20	9.9	0.5	20	10.4	0.5	6.6%	23.3%
11 - 12	13	13	13	8.0	0.6	13	8.2	0.6	13	8.9	0.7	13	9.3	0.7	13	9.8	0.8	6.1%	15.1%
13 - 16	16	16	17	20.9	1.2	16	20.5	1.3	16	21.5	1.3	16	22.2	1.4	16	23.4	1.5	4.6%	18.6%

1. Rand million.

## National Consumer Tribunal

### Selected performance indicators

**Table 39.66 National Consumer Tribunal performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average number of days from date of complete filing of debt rearrangement agreement to date of issuing order to filing parties per year	Adjudication	Priority 1: Economic transformation and job creation	71	70	70	70	65	60	60
Average number of days from date of close of pleadings of non-date rearrangement agreement to date of issuing notice of set down to filing parties per year	Adjudication		16	16	10	20	15	15	15
Average number of days from date of final adjudication of non-debt rearrangement agreement to date of issuing judgment to filing parties per year	Adjudication		22	24	17	20	20	20	20

### Entity overview

The National Consumer Tribunal was established in terms of section 26 of the National Credit Act (2005) as an independent adjudicative entity. It is mandated to review decisions made by the National Credit Regulator and the National Consumer Commission, as well as to adjudicate on applications and referrals in terms of the National Credit Act (2005) and the Consumer Protection Act (2008). Over the medium term, the tribunal will continue to focus on adjudication, and manage the expected increase in its caseload.

Expenditure is expected to increase at an average annual rate of 1.5 per cent, from R70.6 million in 2019/20 to R73.7 million in 2022/23. Spending on compensation of employees accounts for 63.9 per cent (R139 million) of total expenditure, increasing at an average annual rate of 6.4 per cent, from R41.1 million in 2019/20 to R49.5 million in 2022/23. Revenue is expected to increase at an average annual rate of 1.5 per cent, from R70.6 million in 2019/20 to R73.7 million in 2022/23. The tribunal derives most of its revenue from transfers from the department, which account for 80.9 per cent (R171 million) of total projected revenue over the medium term.

### Programmes/Objectives/Activities

**Table 39.67 National Consumer Tribunal expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%) 2016/17 - 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
Administration	30.2	34.0	38.3	40.8	10.6%	56.8%	36.3	39.8	40.7	-0.1%	56.0%
Adjudication	21.7	30.4	27.0	29.8	11.1%	43.2%	28.5	29.7	31.4	1.7%	42.4%
Digital Enablement	-	-	-	-	-	-	1.5	1.5	1.6	-	1.7%
<b>Total</b>	<b>51.9</b>	<b>64.4</b>	<b>65.3</b>	<b>70.6</b>	<b>10.8%</b>	<b>100.0%</b>	<b>66.4</b>	<b>71.0</b>	<b>73.7</b>	<b>1.5%</b>	<b>100.0%</b>

**Statements of historical financial performance, cash flow and financial position****Table 39.68 National Consumer Tribunal statements of historical financial performance, cash flow and financial position**

Statement of financial performance									Average: Outcome/ Budget (%)
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	
R million	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>6.8</b>	<b>6.8</b>	<b>14.8</b>	<b>7.0</b>	<b>18.2</b>	<b>6.0</b>	<b>14.0</b>	<b>14.0</b>	<b>62.7%</b>
Sale of goods and services other than capital assets	4.6	4.6	13.9	5.0	11.3	4.9	5.5	5.5	56.6%
<i>of which:</i>									
Administrative fees	4.6	4.6	13.9	5.0	11.3	4.9	5.5	5.5	56.6%
Other non-tax revenue	2.2	2.2	1.0	2.0	6.9	1.1	8.5	8.5	74.2%
<b>Transfers received</b>	<b>46.2</b>	<b>46.2</b>	<b>48.5</b>	<b>48.5</b>	<b>52.7</b>	<b>52.7</b>	<b>52.2</b>	<b>56.6</b>	<b>102.2%</b>
<b>Total revenue</b>	<b>52.9</b>	<b>52.9</b>	<b>63.3</b>	<b>55.4</b>	<b>70.8</b>	<b>58.6</b>	<b>66.2</b>	<b>70.6</b>	<b>93.8%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>51.9</b>	<b>51.9</b>	<b>63.3</b>	<b>64.4</b>	<b>68.1</b>	<b>65.3</b>	<b>66.2</b>	<b>70.6</b>	<b>101.1%</b>
Compensation of employees	23.4	23.4	32.0	31.8	36.7	38.5	41.1	41.1	101.2%
Goods and services	27.1	27.1	30.3	31.0	30.4	25.0	23.6	28.4	100.1%
Depreciation	1.4	1.4	1.0	1.7	1.1	1.8	1.5	1.2	120.0%
Interest, dividends and rent on land	0.0	–	–	–	–	–	–	–	–
<b>Total expenses</b>	<b>51.9</b>	<b>51.9</b>	<b>63.3</b>	<b>64.4</b>	<b>68.1</b>	<b>65.3</b>	<b>66.2</b>	<b>70.6</b>	<b>101.1%</b>
<b>Surplus/(Deficit)</b>	<b>1.0</b>	<b>1.0</b>	<b>–</b>	<b>(9.0)</b>	<b>2.7</b>	<b>(6.6)</b>	<b>–</b>	<b>–</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>2.4</b>	<b>2.4</b>	<b>1.0</b>	<b>(6.0)</b>	<b>3.8</b>	<b>(3.9)</b>	<b>(10.9)</b>	<b>(10.9)</b>	<b>505.4%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>6.7</b>	<b>6.7</b>	<b>14.8</b>	<b>7.1</b>	<b>18.2</b>	<b>5.7</b>	<b>13.3</b>	<b>8.9</b>	<b>53.6%</b>
Sales of goods and services other than capital assets	4.3	4.3	13.9	5.2	11.3	4.6	5.5	5.5	55.9%
Administrative fees	4.3	4.3	13.9	5.2	11.3	4.6	5.5	5.5	55.9%
Other tax receipts	2.3	2.3	1.0	2.0	6.9	1.1	7.9	3.5	49.2%
<b>Transfers received</b>	<b>46.2</b>	<b>46.2</b>	<b>48.5</b>	<b>48.5</b>	<b>52.7</b>	<b>52.7</b>	<b>52.2</b>	<b>56.6</b>	<b>102.2%</b>
<b>Total receipts</b>	<b>52.8</b>	<b>52.8</b>	<b>63.3</b>	<b>55.6</b>	<b>70.8</b>	<b>58.3</b>	<b>65.6</b>	<b>65.6</b>	<b>92.0%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>50.4</b>	<b>50.4</b>	<b>62.3</b>	<b>61.6</b>	<b>67.0</b>	<b>62.3</b>	<b>76.5</b>	<b>76.5</b>	<b>97.9%</b>
Compensation of employees	23.6	23.6	32.0	31.2	36.7	38.2	43.7	43.7	100.5%
Goods and services	26.7	26.7	30.3	30.4	30.3	24.0	32.8	32.8	94.9%
<b>Total payments</b>	<b>50.4</b>	<b>50.4</b>	<b>62.3</b>	<b>61.6</b>	<b>67.0</b>	<b>62.3</b>	<b>76.5</b>	<b>76.5</b>	<b>97.9%</b>
<b>Net cash flow from investing activities</b>	<b>(1.8)</b>	<b>(1.8)</b>	<b>(1.0)</b>	<b>(3.4)</b>	<b>(1.1)</b>	<b>(1.8)</b>	<b>(5.5)</b>	<b>(5.5)</b>	<b>132.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.8)	(0.8)	(0.7)	(2.4)	(0.7)	(1.0)	(5.5)	(5.5)	125.1%
Acquisition of software and other intangible assets	(1.0)	(1.0)	(0.3)	(0.9)	(0.4)	(0.8)	–	–	166.0%
<b>Net cash flow from financing activities</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>–</b>	<b>(0.2)</b>	<b>–</b>	<b>(0.4)</b>	<b>–</b>	<b>–</b>	<b>371.2%</b>
Repayment of finance leases	(0.2)	(0.2)	–	(0.2)	–	(0.4)	–	–	371.2%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>0.4</b>	<b>0.4</b>	<b>0.0</b>	<b>(9.6)</b>	<b>2.7</b>	<b>(6.0)</b>	<b>(16.4)</b>	<b>(16.4)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	5.1	5.1	4.2	7.5	4.7	7.1	4.7	4.7	130.0%
Acquisition of assets	(0.8)	(0.8)	(0.7)	(2.4)	(0.7)	(1.0)	(5.5)	(5.5)	125.1%
Inventory	0.1	0.1	0.0	0.1	0.0	0.1	0.0	0.0	133.0%
Receivables and prepayments	0.6	0.6	0.0	0.5	0.0	0.9	0.0	0.0	293.5%
Cash and cash equivalents	18.2	18.2	6.2	8.5	6.2	2.5	6.2	6.2	95.9%
<b>Total assets</b>	<b>23.9</b>	<b>23.9</b>	<b>10.5</b>	<b>16.6</b>	<b>11.0</b>	<b>10.5</b>	<b>11.0</b>	<b>11.0</b>	<b>109.8%</b>
Accumulated surplus/(deficit)	15.9	15.9	4.4	6.9	4.6	0.3	4.6	4.6	94.0%
Finance lease	0.2	0.2	0.3	0.7	0.3	0.4	0.3	0.3	150.0%
Trade and other payables	5.0	5.0	1.9	5.5	2.0	6.4	2.0	2.0	173.9%
Provisions	2.8	2.8	4.0	3.5	4.1	3.4	4.1	4.1	91.8%
<b>Total equity and liabilities</b>	<b>23.9</b>	<b>23.9</b>	<b>10.5</b>	<b>16.6</b>	<b>11.0</b>	<b>10.5</b>	<b>11.0</b>	<b>11.0</b>	<b>109.8%</b>

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

**Table 39.69 National Consumer Tribunal statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance								
	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
				2019/20	2016/17 - 2019/20	2020/21		
R million								
<b>Revenue</b>								
<b>Non-tax revenue</b>	<b>14.0</b>	<b>27.2%</b>	<b>13.8%</b>	<b>11.5</b>	<b>14.0</b>	<b>14.6</b>	<b>1.6%</b>	<b>19.1%</b>
Sale of goods and services other than capital assets	5.5	5.9%	8.4%	9.7	12.2	12.8	32.7%	14.2%
Administrative fees	5.5	5.9%	8.4%	9.7	12.2	12.8	32.7%	14.2%
Other non-tax revenue	8.5	57.1%	5.4%	1.7	1.8	1.9	-39.5%	4.9%
<b>Transfers received</b>	<b>56.6</b>	<b>7.1%</b>	<b>86.2%</b>	<b>54.9</b>	<b>57.0</b>	<b>59.1</b>	<b>1.4%</b>	<b>80.9%</b>
<b>Total revenue</b>	<b>70.6</b>	<b>10.1%</b>	<b>100.0%</b>	<b>66.4</b>	<b>71.0</b>	<b>73.7</b>	<b>1.5%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>70.6</b>	<b>10.8%</b>	<b>100.0%</b>	<b>66.4</b>	<b>71.0</b>	<b>73.7</b>	<b>1.5%</b>	<b>100.0%</b>
Compensation of employees	41.1	20.5%	52.9%	43.2	46.3	49.5	6.4%	63.9%
Goods and services	28.4	1.5%	44.7%	21.4	23.9	23.4	-6.2%	34.5%
Depreciation	1.2	-4.3%	2.4%	1.8	0.8	0.9	-10.3%	1.6%
<b>Total expenses</b>	<b>70.6</b>	<b>10.8%</b>	<b>100.0%</b>	<b>66.4</b>	<b>71.0</b>	<b>73.7</b>	<b>1.5%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>			<b>-</b>	<b>-</b>	<b>-</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>(10.9)</b>	<b>-265.0%</b>	<b>29.0%</b>	<b>(14.5)</b>	<b>(15.3)</b>	<b>(16.7)</b>	<b>78.4%</b>	<b>44.7%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>8.9</b>	<b>10.4%</b>	<b>12.2%</b>	<b>13.4</b>	<b>19.0</b>	<b>19.9</b>	<b>30.6%</b>	<b>20.9%</b>
Sales of goods and services other than capital assets	5.5	8.2%	8.4%	9.0	9.9	10.4	23.9%	11.9%
Administrative fees	5.5	8.2%	8.4%	9.0	9.9	10.4	23.9%	11.9%
Other tax receipts	3.5	14.2%	3.8%	4.4	9.1	9.5	39.9%	8.9%
<b>Transfers received</b>	<b>56.6</b>	<b>7.1%</b>	<b>87.8%</b>	<b>54.9</b>	<b>57.0</b>	<b>59.1</b>	<b>1.4%</b>	<b>79.1%</b>
<b>Total receipts</b>	<b>65.6</b>	<b>7.5%</b>	<b>100.0%</b>	<b>68.3</b>	<b>76.0</b>	<b>79.0</b>	<b>6.4%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>76.5</b>	<b>14.9%</b>	<b>99.1%</b>	<b>82.9</b>	<b>91.3</b>	<b>95.7</b>	<b>7.8%</b>	<b>100.0%</b>
Compensation of employees	43.7	22.7%	53.6%	46.9	49.5	51.9	5.9%	55.5%
Goods and services	32.8	7.0%	45.5%	36.0	41.8	43.8	10.2%	44.5%
<b>Total payment</b>	<b>76.5</b>	<b>14.9%</b>	<b>100.0%</b>	<b>82.9</b>	<b>91.3</b>	<b>95.7</b>	<b>7.8%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(5.5)</b>	<b>45.5%</b>	<b>100.0%</b>	<b>(2.8)</b>	<b>(2.9)</b>	<b>(3.1)</b>	<b>-17.7%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(5.5)	87.3%	68.9%	(2.8)	(2.9)	(3.1)	-17.7%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(16.4)</b>	<b>-442.3%</b>	<b>100.0%</b>	<b>(17.3)</b>	<b>(18.3)</b>	<b>(19.7)</b>	<b>6.4%</b>	<b>100.0%</b>
<b>Statement of financial position</b>								
Carrying value of assets	4.7	-2.5%	44.0%	4.7	4.7	4.7	-	42.6%
Acquisition of assets	(5.5)	87.3%	-19.4%	(2.8)	(2.9)	(3.1)	-17.7%	-32.4%
Inventory	0.0	-16.6%	0.4%	0.0	0.0	0.0	-	0.4%
Receivables and prepayments	0.0	-59.5%	3.7%	0.0	0.0	0.0	-	0.4%
Cash and cash equivalents	6.2	-29.9%	51.9%	6.2	6.2	6.2	-	56.6%
<b>Total assets</b>	<b>11.0</b>	<b>-22.7%</b>	<b>100.0%</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>-</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	4.6	-33.8%	38.2%	-	-	-	-100.0%	10.4%
Capital reserve fund	-	-	-	4.6	4.6	4.6	-	31.3%
Finance lease	0.3	16.2%	2.9%	0.3	0.3	0.3	-	2.7%
Trade and other payables	2.0	-26.7%	33.2%	2.0	2.0	2.0	-	18.0%
Provisions	4.1	14.2%	25.7%	4.1	4.1	4.1	-	37.6%
<b>Total equity and liabilities</b>	<b>11.0</b>	<b>-22.7%</b>	<b>100.0%</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>-</b>	<b>100.0%</b>

## Personnel information

**Table 39.70 National Consumer Tribunal personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number				
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
		2018/19		Unit cost	2019/20		Unit cost	2020/21		Unit cost	2021/22		Unit cost			2022/23		Unit cost
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
National Consumer Tribunal		58	38.5	0.7	58	41.1	0.7	58	43.2	0.7	58	46.3	0.8	58	49.5	0.9	6.4%	100.0%
Salary level	58																	
1-6	15	15	2.8	0.2	15	3.9	0.3	15	4.1	0.3	15	4.4	0.3	15	4.7	0.3	6.4%	25.9%
7-10	26	26	11.6	0.4	26	11.7	0.5	26	12.4	0.5	26	13.2	0.5	26	14.2	0.5	6.4%	44.8%
11-12	9	9	8.7	1.0	9	8.6	1.0	9	9.0	1.0	9	9.7	1.1	9	10.4	1.2	6.4%	15.5%
13-16	7	7	12.9	1.8	7	14.3	2.0	7	15.1	2.2	7	16.1	2.3	7	17.2	2.5	6.4%	12.1%
17-22	1	1	2.6	2.6	1	2.5	2.5	1	2.7	2.7	1	2.9	2.9	1	3.1	3.1	6.4%	1.7%

1. Rand million.



## National Credit Regulator

### Selected performance indicators

**Table 39.71 National Credit Regulator performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of credit providers investigated, complaints evaluated, compliance monitored, audited and/or raided on total cost of credit (including credit life) to ensure compliance with the regulations per year	Promote increased access to credit through responsible credit granting	Priority 1: Economic transformation and job creation	52	50	143	310	320	340	360
Percentage of enforcement actions taken where necessary on investigation, compliance monitoring, audits, raids or evaluations conducted per year	Promote increased access to credit through responsible credit granting		– <sup>2</sup>	– <sup>2</sup>	71% (101/143)	75%	80%	85%	90%
Number of credit provider investigations, compliance monitoring, audits, raids or evaluations relating to reckless lending and/or collection of prescribed debt conducted to enforce regulations per year	Protect consumers from abuse and unfair practices in the consumer credit market and address over indebtedness		61	70	133	320	340	360	380
Percentage of enforcement action where necessary on investigations, compliance monitoring, audits, raids and complaints evaluations conducted on reckless lending per year	Protect consumers from abuse and unfair practices in the consumer credit market and address over indebtedness		– <sup>2</sup>	– <sup>2</sup>	74% (99/133)	75%	80%	85%	90%
Number of multimedia awareness campaigns conducted on deceptive and unfair practices and consumer rights	Protect consumers from abuse and unfair practices in the consumer credit market and address over indebtedness		42	35	87	100	120	140	160
Number of credit bureaus monitored per year	Continually enhance the consumer credit market regulatory framework		6	8	14	10	14	16	18
Percentage of enforcement action taken where necessary on monitoring of non-compliance per year	Continually enhance the consumer credit market regulatory framework		4	1	100% (4/4)	80%	85%	90%	95%
Percentage of annual compliance reports evaluated per year	Continually enhance the consumer credit market regulatory framework		100% (2)	100% (2)	100% (2)	100%	100%	100%	100%
Percentage of applications registered within 9 business days per year	Registration of entities or persons		– <sup>2</sup>	99% (1 518/1 530)	99% (1 781/1 797)	95%	96%	98%	98%

1. Indicator discontinued.

2. No historical data available.

### Entity overview

The National Credit Regulator was established in terms of section 12 of the National Credit Amendment Act (2019) and is responsible for regulating the South African credit industry. It is tasked with carrying out education, research, policy development, the registration of industry participants and the investigation of complaints; and ensuring enforcement of the act. The regulator is mandated to promote the development of an accessible credit market, particularly to address the needs of historically disadvantaged people, low-income individuals and remote, isolated or low-density communities. Over the medium term, the regulator will commence with implementing provisions in the National Credit Amendment Act (2019) pertaining to debt intervention. This intends to rehabilitate and promote the financial inclusion of low-income consumers through the development of a debt intervention system, a financial literacy training programme and assisting consumers who qualify to be part of debt intervention.

Expenditure is expected to increase at an average annual rate of 2.4 per cent, from R174.7 million in 2019/20 to R187.9 million in 2022/23. Revenue increases at an average annual rate of 2.4 per cent, from R174.7 million in 2019/20 to R187.9 million in 2022/23. The regulator derives 48.6 per cent (R259.1 million) of its revenue over

the MTEF period from transfers from the department, with the remainder derived from registration fees and interest income.

## Programmes/Objectives/Activities

**Table 39.72 National Credit Regulator 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 (%)
	2016/17	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23		
Administration	38.6	38.3	49.9	51.9	10.4%	31.9%	49.5	51.7	54.7	1.8%	29.2%	
Promote increased access to credit through responsible credit granting	5.9	5.7	16.3	15.1	36.6%	7.4%	15.1	15.6	17.6	5.4%	8.9%	
Protect consumers from abuse and unfair practices in the consumer credit market and address over indebtedness	38.5	30.7	36.7	57.4	14.2%	28.8%	54.5	57.4	57.5	0.0%	31.9%	
Continually enhance the consumer credit market regulatory framework	16.1	17.0	19.2	27.0	18.8%	14.0%	28.5	30.1	32.3	6.1%	16.6%	
Ensure effective implementation of the National Credit Act (2005)	19.8	26.0	–	–	-100.0%	9.2%	–	–	–	–	–	
Registration of entities or persons	–	11.1	18.3	23.3	–	8.7%	22.8	24.1	25.8	3.4%	13.5%	
<b>Total</b>	<b>118.9</b>	<b>128.8</b>	<b>140.4</b>	<b>174.7</b>	<b>13.7%</b>	<b>100.0%</b>	<b>170.4</b>	<b>178.9</b>	<b>187.9</b>	<b>2.4%</b>	<b>100.0%</b>	

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

**Table 39.73 National Credit Regulator statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/ Budget (%)
	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2016/17 - 2019/20	
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>50.8</b>	<b>50.8</b>	<b>57.7</b>	<b>61.5</b>	<b>62.3</b>	<b>68.9</b>	<b>73.0</b>	<b>88.2</b>	<b>110.5%</b>
Sale of goods and services other than capital assets	34.0	34.0	55.2	46.1	41.6	46.6	48.5	51.6	99.4%
<i>of which:</i>									
Administrative fees	34.0	34.0	55.2	46.1	41.6	46.6	48.5	51.6	99.4%
Other non-tax revenue	16.8	16.8	2.5	15.5	20.7	22.3	24.4	36.5	141.4%
<b>Transfers received</b>	<b>69.6</b>	<b>69.6</b>	<b>73.1</b>	<b>73.1</b>	<b>75.4</b>	<b>75.4</b>	<b>79.6</b>	<b>86.6</b>	<b>102.4%</b>
<b>Total revenue</b>	<b>120.4</b>	<b>120.4</b>	<b>130.7</b>	<b>134.6</b>	<b>137.6</b>	<b>144.2</b>	<b>152.5</b>	<b>174.7</b>	<b>106.0%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>118.9</b>	<b>118.9</b>	<b>130.7</b>	<b>128.8</b>	<b>137.6</b>	<b>140.4</b>	<b>152.5</b>	<b>174.7</b>	<b>104.3%</b>
Compensation of employees	70.1	76.9	81.8	84.5	84.6	85.3	94.8	104.0	105.9%
Goods and services	43.4	32.8	43.2	35.2	41.6	50.0	43.6	65.5	106.8%
Depreciation	5.4	9.2	5.7	9.1	11.4	5.1	14.1	5.3	78.1%
Interest, dividends and rent on land	–	–	0.0	–	–	–	–	–	–
<b>Total expenses</b>	<b>118.9</b>	<b>118.9</b>	<b>130.7</b>	<b>128.8</b>	<b>137.6</b>	<b>140.4</b>	<b>152.5</b>	<b>174.7</b>	<b>104.3%</b>
<b>Surplus/(Deficit)</b>	<b>1.5</b>	<b>1.5</b>	<b>–</b>	<b>5.8</b>	<b>–</b>	<b>3.8</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>22.7</b>	<b>22.7</b>	<b>13.1</b>	<b>7.0</b>	<b>8.9</b>	<b>2.2</b>	<b>7.9</b>	<b>10.8</b>	<b>81.4%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>51.0</b>	<b>51.0</b>	<b>57.7</b>	<b>59.0</b>	<b>58.7</b>	<b>68.8</b>	<b>73.0</b>	<b>74.8</b>	<b>105.5%</b>
Sales of goods and services other than capital assets	34.6	34.6	55.2	43.9	56.2	47.4	48.5	49.5	90.2%
Administrative fees	34.6	34.6	55.2	43.9	56.2	47.4	48.5	49.5	90.2%
Other tax receipts	16.4	16.4	2.5	15.1	2.5	21.5	24.4	25.3	170.8%
<b>Transfers received</b>	<b>69.6</b>	<b>69.6</b>	<b>73.1</b>	<b>73.1</b>	<b>75.4</b>	<b>75.4</b>	<b>79.6</b>	<b>86.6</b>	<b>102.4%</b>
<b>Total receipts</b>	<b>120.5</b>	<b>120.5</b>	<b>130.7</b>	<b>132.1</b>	<b>134.1</b>	<b>144.2</b>	<b>152.5</b>	<b>161.4</b>	<b>103.8%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>97.9</b>	<b>97.9</b>	<b>117.4</b>	<b>124.9</b>	<b>125.0</b>	<b>141.8</b>	<b>144.5</b>	<b>150.4</b>	<b>106.2%</b>
Compensation of employees	69.3	69.3	84.2	77.9	90.1	85.3	94.8	104.0	99.4%
Goods and services	28.6	28.6	33.2	46.9	34.9	56.5	49.7	46.4	121.9%
Interest and rent on land	–	–	0.0	0.0	0.0	–	–	–	50.0%
<b>Transfers and subsidies</b>	<b>–</b>	<b>–</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>100.0%</b>
<b>Total payments</b>	<b>97.9</b>	<b>97.9</b>	<b>117.6</b>	<b>125.1</b>	<b>125.2</b>	<b>142.0</b>	<b>144.7</b>	<b>150.6</b>	<b>106.2%</b>
<b>Net cash flow from investing activities</b>	<b>(6.3)</b>	<b>(6.3)</b>	<b>(5.5)</b>	<b>(4.3)</b>	<b>(5.6)</b>	<b>(3.4)</b>	<b>(6.0)</b>	<b>(10.8)</b>	<b>105.5%</b>
Acquisition of property, plant, equipment and intangible assets	(0.2)	(0.2)	(1.4)	(1.3)	(1.4)	(1.9)	(1.4)	(2.3)	129.5%
Investment property	–	(0.0)	–	(0.2)	–	–	–	–	–
Acquisition of software and other intangible assets	(6.1)	(6.1)	(4.2)	(2.9)	(4.2)	(1.5)	(4.7)	(8.5)	99.1%

**Table 39.73 National Credit Regulator statements of historical financial performance, cash flow and financial position**

Statement of financial performance									Average: Outcome/ Budget (%)
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	
	2016/17	(0.0)	2017/18	0.1	2018/19	–	2019/20	–	
<b>Net cash flow from financing activities</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.1</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>-9.8%</b>
Repayment of finance leases	(0.0)	(0.0)	0.1	–	–	–	–	–	-9.8%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>16.3</b>	<b>16.3</b>	<b>7.7</b>	<b>2.7</b>	<b>3.3</b>	<b>(1.1)</b>	<b>1.8</b>	<b>(0.0)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	18.9	18.9	25.3	17.8	26.6	15.9	26.6	26.6	81.3%
Acquisition of assets	(0.2)	(0.2)	(1.4)	(1.3)	(1.4)	(1.9)	(1.4)	(2.3)	129.5%
Investments	0.0	0.0	–	–	–	–	–	–	100.0%
Accrued investment interest	–	–	–	–	–	0.1	–	0.1	–
Receivables and prepayments	0.4	0.4	2.9	2.9	2.9	2.8	2.9	2.8	96.6%
Cash and cash equivalents	61.3	61.3	49.6	64.0	52.1	62.9	61.6	61.6	111.2%
<b>Total assets</b>	<b>80.6</b>	<b>80.6</b>	<b>77.9</b>	<b>84.8</b>	<b>81.6</b>	<b>81.7</b>	<b>91.2</b>	<b>91.1</b>	<b>102.1%</b>
Accumulated surplus/(deficit)	5.3	5.3	5.5	11.0	8.2	14.9	16.9	16.9	134.1%
Finance lease	–	–	0.0	–	0.0	–	0.0	–	–
Trade and other payables	21.6	21.6	8.9	14.8	8.4	9.7	7.9	7.9	115.4%
Provisions	8.5	8.5	8.9	7.9	9.2	11.1	9.6	9.5	102.3%
Derivatives financial instruments	45.3	45.3	54.6	51.1	55.7	46.0	56.8	56.8	93.8%
<b>Total equity and liabilities</b>	<b>80.6</b>	<b>80.6</b>	<b>77.9</b>	<b>84.8</b>	<b>81.6</b>	<b>81.7</b>	<b>91.2</b>	<b>91.1</b>	<b>102.1%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.74 National Credit Regulator statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance								
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2019/20	2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20
<b>Revenue</b>								
<b>Non-tax revenue</b>	<b>88.2</b>	<b>20.1%</b>	<b>46.5%</b>	<b>88.1</b>	<b>92.1</b>	<b>97.8</b>	<b>3.5%</b>	<b>51.4%</b>
Sale of goods and services other than capital assets	51.6	14.9%	31.1%	53.6	56.3	59.3	4.7%	31.0%
Administrative fees	51.6	14.9%	31.1%	53.6	56.3	59.3	4.7%	31.0%
Other non-tax revenue	36.5	29.5%	15.5%	34.5	35.7	38.5	1.8%	20.4%
<b>Transfers received</b>	<b>86.6</b>	<b>7.6%</b>	<b>53.5%</b>	<b>82.3</b>	<b>86.8</b>	<b>90.0</b>	<b>1.3%</b>	<b>48.6%</b>
<b>Total revenue</b>	<b>174.7</b>	<b>13.2%</b>	<b>100.0%</b>	<b>170.4</b>	<b>178.9</b>	<b>187.9</b>	<b>2.4%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>174.7</b>	<b>13.7%</b>	<b>100.0%</b>	<b>170.4</b>	<b>178.9</b>	<b>187.9</b>	<b>2.4%</b>	<b>100.0%</b>
Compensation of employees	104.0	10.5%	62.6%	109.2	114.7	120.3	5.0%	62.9%
Goods and services	65.5	26.0%	32.0%	55.5	58.4	61.6	-2.1%	33.9%
Depreciation	5.3	-16.9%	5.3%	5.7	5.8	6.0	4.5%	3.2%
<b>Total expenses</b>	<b>174.7</b>	<b>13.7%</b>	<b>100.0%</b>	<b>170.4</b>	<b>178.9</b>	<b>187.9</b>	<b>2.4%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>–</b>			<b>–</b>	<b>–</b>	<b>–</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>10.8</b>	<b>-21.8%</b>	<b>108.0%</b>	<b>5.8</b>	<b>5.9</b>	<b>6.0</b>	<b>20.5%</b>	<b>112.9%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>74.8</b>	<b>13.7%</b>	<b>45.3%</b>	<b>86.0</b>	<b>89.1</b>	<b>93.1</b>	<b>7.6%</b>	<b>49.7%</b>
Sales of goods and services other than capital assets	49.5	12.7%	31.4%	52.7	55.8	59.8	6.5%	31.6%
Administrative fees	49.5	12.7%	31.4%	52.7	55.8	59.8	6.5%	31.6%
Other tax receipts	25.3	15.6%	13.9%	33.3	33.3	33.3	9.6%	18.1%
<b>Transfers received</b>	<b>86.6</b>	<b>7.6%</b>	<b>54.7%</b>	<b>82.3</b>	<b>86.8</b>	<b>90.0</b>	<b>1.3%</b>	<b>50.3%</b>
<b>Total receipts</b>	<b>161.4</b>	<b>10.2%</b>	<b>100.0%</b>	<b>168.2</b>	<b>175.9</b>	<b>183.1</b>	<b>4.3%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>150.4</b>	<b>15.4%</b>	<b>91.6%</b>	<b>162.3</b>	<b>169.8</b>	<b>176.9</b>	<b>5.6%</b>	<b>99.9%</b>
Compensation of employees	104.0	14.5%	59.8%	110.2	116.8	123.8	6.0%	68.9%
Goods and services	46.4	17.6%	31.8%	52.1	53.0	53.1	4.6%	31.0%
<b>Transfers and subsidies</b>	<b>0.2</b>	<b>–</b>	<b>0.1%</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>5.5%</b>	<b>0.1%</b>
<b>Total payment</b>	<b>150.6</b>	<b>15.4%</b>	<b>100.0%</b>	<b>162.5</b>	<b>170.0</b>	<b>177.1</b>	<b>5.6%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(10.8)</b>	<b>19.7%</b>	<b>100.0%</b>	<b>(5.8)</b>	<b>(5.9)</b>	<b>(6.0)</b>	<b>-17.9%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(2.3)	115.1%	27.6%	(1.5)	(1.6)	(1.3)	-17.3%	23.8%
Acquisition of software and other intangible assets	(8.5)	12.0%	71.5%	(4.3)	(4.4)	(4.7)	-18.1%	76.2%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(0.0)</b>	<b>-102.3%</b>	<b>100.0%</b>	<b>0.0</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>25.6%</b>	<b>100.0%</b>

**Table 39.74 National Credit Regulator statements of estimates of financial performance, cash flow and financial position**

Statement of financial position	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)
				2019/20	2020/21	2021/22		
R million		2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23	
Carrying value of assets	26.6	12.0%	23.3%	26.6	25.5	27.5	1.1%	28.2%
Acquisition of assets	(2.3)	115.1%	-1.7%	(1.5)	(1.6)	(1.3)	-17.3%	-1.8%
Accrued investment interest	0.1	-	0.1%	-	-	-	-100.0%	0.0%
Receivables and prepayments	2.8	87.1%	2.6%	2.9	3.3	2.8	0.2%	3.1%
Cash and cash equivalents	61.6	0.2%	74.0%	61.6	68.4	68.0	3.3%	68.7%
<b>Total assets</b>	<b>91.1</b>	<b>4.2%</b>	<b>100.0%</b>	<b>91.2</b>	<b>97.1</b>	<b>98.3</b>	<b>2.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	16.9	47.5%	14.1%	11.7	9.0	14.3	-5.4%	13.8%
Trade and other payables	7.9	-28.5%	16.2%	9.0	10.0	8.9	4.1%	9.5%
Provisions	9.5	4.1%	11.0%	10.5	11.6	10.1	1.9%	11.1%
Derivatives financial instruments	56.8	7.8%	58.8%	60.0	66.5	65.0	4.6%	65.7%
<b>Total equity and liabilities</b>	<b>91.1</b>	<b>4.2%</b>	<b>100.0%</b>	<b>91.2</b>	<b>97.1</b>	<b>98.3</b>	<b>2.5%</b>	<b>100.0%</b>

## Personnel information

**Table 39.75 National Credit Regulator personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		2019/20		2020/21		2021/22		2022/23									
<b>National Credit Regulator</b>		<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>	<b>Number</b>	<b>Cost</b>	<b>Unit cost</b>			
Salary level	182	188	159	85.3	0.5	182	104.0	0.6	188	109.2	0.6	188	114.7	0.6	188	121.4	0.6	5.3%	100.0%
1 – 6	25	23	14	2.9	0.2	26	3.1	0.1	23	3.3	0.1	23	3.5	0.2	23	3.8	0.2	6.6%	12.7%
7 – 10	49	49	54	13.4	0.2	48	14.2	0.3	49	15.1	0.3	49	16.1	0.3	49	17.1	0.3	6.4%	26.1%
11 – 12	19	22	21	11.7	0.6	19	12.5	0.7	22	13.3	0.6	22	14.2	0.6	22	15.1	0.7	6.6%	11.4%
13 – 16	23	23	24	17.6	0.7	23	18.7	0.8	23	18.9	0.8	23	20.1	0.9	23	21.5	0.9	4.7%	12.3%
17 – 22	66	71	46	39.7	0.9	66	55.5	0.8	71	58.6	0.8	71	60.8	0.9	71	64.0	0.9	4.9%	37.4%

1. Rand million.

## National Empowerment Fund

### Selected performance indicators

**Table 39.76 National Empowerment Fund performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Value of approvals by uMnotho Fund per year	Fund management	Priority 1: Economic transformation and job creation	R286m	R239m	R317m	R178m	R194m	R210m	R226m
Value of approvals by iMbewu Fund per year	Fund management		R184m	R339m	R161m	R132m	R144m	R156m	R168m
Value of approvals by Rural and Community Development Fund per year	Fund management		R278m	R13m	R18m	R53m	R59m	R63m	R68m
Value of approvals by Strategic Projects Fund per year	Fund management		R108m	R44m	R79m	R50m	R54m	R59m	R63m
Value of approvals by Women Empowerment Fund per year	Fund management		R210m	R221m	R178m	R138m	R150m	R163m	R175m
Job opportunities supported per year	Fund management		5 069	3 609	3 713	2 031	2 215	2 400	2 585

### Entity overview

The National Empowerment Fund was established in terms of the National Empowerment Fund Act (1998) to promote and facilitate black economic equality and economic transformation. In providing financial and non-financial support to black businesses and structuring accessible retail savings products for black people, the fund is mandated to implement the codes of good practice for BEE. The fund has five core divisions: small, medium and micro enterprises (SMMEs); rural development; venture capital; corporate finance; and women empowerment funds. Over the medium term, planned funding approvals are projected to increase from R551 million in 2019/20 to R700 million 2022/23 through the uMnotho Fund, the iMbewu Fund, the Rural and Community Development Fund, the Strategic Projects Fund and the Women Empowerment Fund. These funding programmes are expected to support 9 231 job opportunities over the period ahead.

Expenditure is expected to increase at an average annual rate of 3.8 per cent, from R321.5 million in 2019/20 to R359.9 million in 2022/23. Spending on compensation of employees accounts for 57.2 per cent (R606.3 million) of total expenditure over the MTEF period, while spending on goods and services accounts for 42.4 per cent (R438.4 million). Revenue decreases at an average annual rate of 0.1 per cent, from R361.1 million in 2019/20 to R360.5 million in 2022/23. The entity's revenue is mainly derived from interests and dividends.

## Programmes/Objectives/Activities

**Table 39.77 National Empowerment Fund expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%) 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%) 2019/20
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
Administration	749.4	474.9	925.9	321.5	-24.6%	100.0%	339.7	349.3	359.9	3.8%	100.0%
<b>Total</b>	<b>749.4</b>	<b>474.9</b>	<b>925.9</b>	<b>321.5</b>	<b>-24.6%</b>	<b>100.0%</b>	<b>339.7</b>	<b>349.3</b>	<b>359.9</b>	<b>3.8%</b>	<b>100.0%</b>

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

**Table 39.78 National Empowerment Fund statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Audited outcome		Audited outcome		Audited outcome		Budget	Revised estimate	Average: Outcome/ Budget (%) 2016/17 - 2019/20
	Budget	2016/17	Budget	2017/18	Budget	2018/19	2019/20		
<b>Revenue</b>									
<b>Non-tax revenue</b>	432.1	432.1	432.1	432.1	430.1	435.0	437.3	361.1	94.6%
<i>of which:</i>									
Other non-tax revenue	432.1	432.1	432.1	432.1	430.1	435.0	437.3	361.1	94.6%
<b>Total revenue</b>	<b>432.1</b>	<b>432.1</b>	<b>432.1</b>	<b>432.1</b>	<b>430.1</b>	<b>435.0</b>	<b>437.3</b>	<b>361.1</b>	<b>94.6%</b>
<b>Expenses</b>									
<b>Current expenses</b>	749.4	749.4	431.0	474.9	529.0	925.9	380.0	321.5	118.3%
Compensation of employees	154.9	154.9	179.3	162.6	183.9	171.9	193.9	178.8	93.9%
Goods and services	593.3	593.3	249.8	311.3	343.3	752.3	183.7	141.8	131.3%
Depreciation	1.2	1.2	2.0	1.0	1.9	1.7	2.5	0.9	63.9%
<b>Total expenses</b>	<b>749.4</b>	<b>749.4</b>	<b>431.0</b>	<b>474.9</b>	<b>529.0</b>	<b>925.9</b>	<b>380.0</b>	<b>321.5</b>	<b>118.3%</b>
<b>Surplus/(Deficit)</b>	<b>(317.3)</b>	<b>(317.3)</b>	<b>2.2</b>	<b>(64.6)</b>	<b>(99.0)</b>	<b>(491.0)</b>	<b>57.3</b>	<b>39.6</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	249.9	194.1	(143.2)	(231.9)	(122.5)	(125.0)	(183.6)	(178.3)	171.0%
<b>Receipts</b>									
<b>Non-tax receipts</b>	305.4	305.4	217.8	134.1	198.8	172.4	200.5	146.8	82.2%
Other tax receipts	305.4	305.4	217.8	134.1	198.8	172.4	200.5	146.8	82.2%
<b>Total receipts</b>	<b>305.4</b>	<b>305.4</b>	<b>217.8</b>	<b>134.1</b>	<b>198.8</b>	<b>172.4</b>	<b>200.5</b>	<b>146.8</b>	<b>82.2%</b>
<b>Payment</b>									
<b>Current payments</b>	55.6	111.3	361.1	366.0	321.2	297.4	384.1	325.1	98.0%
Compensation of employees	55.6	111.3	179.3	162.6	183.9	171.9	193.9	178.8	102.0%
Goods and services	-	-	181.8	203.4	137.4	125.5	190.3	146.3	93.3%
<b>Total payments</b>	<b>55.6</b>	<b>111.3</b>	<b>361.1</b>	<b>366.0</b>	<b>321.2</b>	<b>297.4</b>	<b>384.1</b>	<b>325.1</b>	<b>98.0%</b>
<b>Net cash flow from advancing activities (Financial Institutions only)</b>	<b>(336.2)</b>	<b>(336.2)</b>	<b>(183.2)</b>	<b>23.4</b>	<b>91.4</b>	<b>10.9</b>	<b>(275.6)</b>	<b>233.2</b>	<b>9.8%</b>
Loan disbursements	(767.0)	(767.0)	(660.0)	(445.3)	(422.0)	(383.5)	(784.5)	(330.0)	73.1%
Loan principal repayments	430.8	430.8	476.8	468.7	495.4	379.4	508.9	340.2	84.7%
Other	-	-	-	-	18.0	15.0	-	223.0	1 322.2%
<b>Net cash flow from investing activities</b>	<b>12.1</b>	<b>67.8</b>	<b>(5.5)</b>	<b>(2.2)</b>	<b>(3.7)</b>	<b>(2.2)</b>	<b>3.1</b>	<b>(3.7)</b>	<b>1 000.5%</b>
Acquisition of property, plant, equipment and intangible assets	(2.3)	(2.3)	(4.5)	(1.1)	(2.7)	(2.2)	(3.2)	(2.7)	65.6%
Acquisition of software and other intangible assets	(0.1)	(0.1)	(1.0)	(1.1)	(1.0)	-	(0.4)	(1.0)	87.4%
Other flows from investing activities	14.5	70.3	-	-	-	-	6.7	-	331.1%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(74.2)</b>	<b>(74.2)</b>	<b>(332.0)</b>	<b>(210.7)</b>	<b>(34.8)</b>	<b>(116.3)</b>	<b>(456.1)</b>	<b>51.2</b>	
<b>Statement of financial position</b>									
Carrying value of assets	2.0	2.0	5.6	3.1	4.9	3.5	6.0	6.3	80.2%
<b>Acquisition of assets</b>	<b>(2.3)</b>	<b>(2.3)</b>	<b>(4.5)</b>	<b>(1.1)</b>	<b>(2.7)</b>	<b>(2.2)</b>	<b>(3.2)</b>	<b>(2.7)</b>	<b>65.6%</b>
Investments	2 315.0	2 315.0	2 029.4	2 458.5	1 973.7	1 366.9	2 072.3	1 398.9	89.9%
Loans	1 510.0	1 510.0	2 026.2	1 359.3	1 723.7	2 027.7	2 028.0	1 954.3	94.0%
Receivables and prepayments	1.5	1.5	1.5	48.0	2.5	51.0	2.5	18.1	1 477.1%
Cash and cash equivalents	1 344.5	1 344.5	1 012.6	1 133.8	1 099.1	1 017.5	642.9	1 068.7	111.4%
<b>Total assets</b>	<b>5 173.1</b>	<b>5 173.1</b>	<b>5 075.3</b>	<b>5 002.7</b>	<b>4 803.8</b>	<b>4 466.7</b>	<b>4 751.8</b>	<b>4 446.3</b>	<b>96.4%</b>
Accumulated surplus/(deficit)	2 318.2	2 318.2	2 320.4	2 253.7	2 154.7	1 762.7	2 212.0	1 802.3	90.4%
Capital and reserves	2 468.4	2 468.4	2 468.4	2 468.4	2 468.4	2 468.4	2 468.4	2 468.4	100.0%
Trade and other payables	377.2	377.2	277.2	271.4	171.4	226.3	71.4	166.3	116.1%
Derivatives financial instruments	9.2	9.2	9.2	9.2	9.2	9.2	-	9.2	133.3%
<b>Total equity and liabilities</b>	<b>5 173.1</b>	<b>5 173.1</b>	<b>5 075.3</b>	<b>5 002.7</b>	<b>4 803.8</b>	<b>4 466.7</b>	<b>4 751.8</b>	<b>4 446.3</b>	<b>96.4%</b>

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

**Table 39.79 National Empowerment Fund statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
					2019/20	2016/17 - 2019/20	2020/21		
R million									
<b>Revenue</b>									
Non-tax revenue	361.1	-5.8%	100.0%	340.9	349.5	360.5	-0.1%	100.0%	
Other non-tax revenue	361.1	-5.8%	100.0%	340.9	349.5	360.5	-0.1%	100.0%	
<b>Total revenue</b>	<b>361.1</b>	<b>-5.8%</b>	<b>100.0%</b>	<b>340.9</b>	<b>349.5</b>	<b>360.5</b>	<b>-0.1%</b>	<b>100.0%</b>	
<b>Current expenses</b>									
Compensation of employees	178.8	4.9%	32.3%	189.2	202.9	214.2	6.2%	57.2%	
Goods and services	141.8	-37.9%	67.5%	149.2	145.0	144.2	0.6%	42.4%	
Depreciation	0.9	-9.6%	0.2%	1.3	1.4	1.5	18.5%	0.4%	
<b>Total expenses</b>	<b>321.5</b>	<b>-24.6%</b>	<b>100.0%</b>	<b>339.7</b>	<b>349.3</b>	<b>359.9</b>	<b>3.8%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>39.6</b>			<b>1.2</b>	<b>-</b>	<b>-</b>			
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>									
Receipts	146.8	-21.7%	100.0%	137.5	135.7	134.7	-2.8%	100.0%	
Non-tax receipts	146.8	-21.7%	100.0%	137.5	135.7	134.7	-2.8%	100.0%	
Other tax receipts	146.8	-21.7%	100.0%	137.5	135.7	134.7	-2.8%	100.0%	
<b>Total receipts</b>	<b>146.8</b>	<b>-21.7%</b>	<b>100.0%</b>	<b>137.5</b>	<b>135.7</b>	<b>134.7</b>	<b>-2.8%</b>	<b>100.0%</b>	
<b>Current payments</b>									
Compensation of employees	178.8	17.1%	30.8%	189.2	202.9	214.2	6.2%	58.2%	
Goods and services	146.3	-	25.5%	153.0	129.4	134.9	-2.7%	41.8%	
<b>Total payment</b>	<b>325.1</b>	<b>42.9%</b>	<b>56.3%</b>	<b>342.2</b>	<b>332.4</b>	<b>349.1</b>	<b>2.4%</b>	<b>100.0%</b>	
<b>Net cash flow from advancing activities (Financial Institutions only)</b>									
Loan disbursements	(330.0)	-24.5%	-1 329.6%	(360.0)	(390.0)	(420.0)	8.4%	921.0%	
Loan principal repayments	340.2	-7.6%	1 371.4%	347.0	364.2	384.3	4.1%	-871.7%	
Other	223.0	-	58.2%	-	-	-	-100.0%	23.9%	
<b>Net cash flow from investing activities</b>	<b>(3.7)</b>	<b>-137.9%</b>	<b>100.0%</b>	<b>(3.6)</b>	<b>(2.5)</b>	<b>(2.2)</b>	<b>-15.9%</b>	<b>100.0%</b>	
Acquisition of property, plant, equipment and intangible assets	(2.7)	5.4%	54.9%	(3.2)	(1.5)	(2.2)	-6.6%	80.3%	
Acquisition of software and other intangible assets	(1.0)	97.4%	19.2%	(0.4)	(1.0)	-	-100.0%	19.7%	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>51.2</b>	<b>-188.4%</b>	<b>100.0%</b>	<b>(221.3)</b>	<b>(224.9)</b>	<b>(252.2)</b>	<b>-270.1%</b>	<b>100.0%</b>	
<b>Statement of financial position</b>									
Carrying value of assets	6.3	45.2%	0.1%	8.6	9.7	10.4	18.4%	0.2%	
Acquisition of assets	(2.7)	5.4%	-0.0%	(3.2)	(1.5)	(2.2)	-6.6%	-0.1%	
Investments	1 398.9	-15.5%	39.0%	1 415.0	1 454.0	1 496.0	2.3%	33.0%	
Loans	1 954.3	9.0%	36.4%	2 090.0	2 245.0	2 425.1	7.5%	49.9%	
Receivables and prepayments	18.1	129.0%	0.6%	18.1	18.1	18.1	-	0.4%	
Cash and cash equivalents	1 068.7	-7.4%	23.9%	846.5	621.6	369.3	-29.8%	16.6%	
<b>Total assets</b>	<b>4 446.3</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>4 378.2</b>	<b>4 348.4</b>	<b>4 318.9</b>	<b>-1.0%</b>	<b>100.0%</b>	
Accumulated surplus/(deficit)	1 802.3	-8.0%	42.5%	1 803.5	1 803.7	1 804.2	0.0%	41.2%	
Capital and reserves	2 468.4	-	52.0%	2 468.4	2 468.4	2 468.4	0.0%	56.5%	
Trade and other payables	166.3	-23.9%	5.4%	106.3	76.3	46.3	-34.7%	2.2%	
Derivatives financial instruments	9.2	0.0%	0.2%	-	-	-	-100.0%	0.1%	
<b>Total equity and liabilities</b>	<b>4 446.3</b>	<b>-4.9%</b>	<b>100.0%</b>	<b>4 378.2</b>	<b>4 348.4</b>	<b>4 318.9</b>	<b>-1.0%</b>	<b>100.0%</b>	

## Personnel information

**Table 39.80 National Empowerment Fund personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number				
		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)			
Number of funded posts	Number of posts on approved establishment	2018/19		2019/20			2020/21		2021/22		2022/23		2019/20 - 2022/23					
		Number	Cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost				
<b>National Empowerment Fund</b>		<b>174</b>	<b>171.9</b>	<b>1.0</b>	<b>174</b>	<b>178.8</b>	<b>1.0</b>	<b>174</b>	<b>189.2</b>	<b>1.1</b>	<b>174</b>	<b>202.9</b>	<b>1.2</b>	<b>174</b>	<b>214.2</b>	<b>1.2</b>	<b>6.2%</b>	<b>100.0%</b>
Salary level																		
1-6	16	16	3.9	0.2	16	5.9	0.4	16	6.2	0.4	16	6.6	0.4	16	7.1	0.4	6.2%	9.2%
7-10	76	76	46.6	0.6	76	48.4	0.6	76	51.3	0.7	76	54.2	0.7	76	58.0	0.8	6.2%	43.7%
11-12	47	47	49.1	1.0	47	49.5	1.1	47	52.3	1.1	47	58.1	1.2	47	59.2	1.3	6.2%	27.0%
13-16	30	30	50.2	1.7	30	50.1	1.7	30	53.0	1.8	30	56.1	1.9	30	60.0	2.0	6.2%	17.2%
17-22	5	5	22.1	4.4	5	24.9	5.0	5	26.4	5.3	5	27.9	5.6	5	29.8	6.0	6.2%	2.9%

1. Rand million.

## National Gambling Board

### Selected performance indicators

**Table 39.81 National Gambling Board performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of research reports on the impact of gambling presented to the accounting authority per year	Stakeholder and liaison	Priority 5: Social cohesion and safe communities	1	1	1	1	1	1	1
Number of consolidated three-tier compliance evaluation assessments produced per year	Compliance monitoring		10	10	9	9	9	9	9
Number of reports on the intervention and support provided to regulators and law enforcement agencies per year	Compliance monitoring		8	8	8	8	8	8	8
Number of compliance evaluation assessments conducted on the issuance of national licences by provincial licensing authorities per year	Compliance monitoring		- <sup>1</sup>	10	9	9	9	9	9

1. No historical data available.

### Entity overview

Over the medium term, the National Gambling Board will focus on strengthening its regulatory compliance oversight function in line with the national gambling policy and the National Gambling Act (2004). This is achieved through monitoring compliance with gambling legislation, monitoring and evaluating the issuance of gambling licences by provincial licensing authorities, and monitoring prohibited gambling and restricted gambling activities.

Expenditure is expected to increase at an annual average rate of 4.9 per cent, from R249.3 million in 2019/20 to R287.9 million in 2022/23. Spending on goods and services accounts for 81.7 per cent (R671.8 million) of total expenditure, driven by the cost of maintaining the national central electronic monitoring system. The system manages and monitors significant events in the limited payout machine industry, including the number of machines rolled out, the location of the machines and revenue generated by these gambling devices.

Revenue is expected to increase at an annual rate of 4.8 per cent, from R251.6 million in 2019/20 to R289.6 million in 2022/23. The board expects to generate 86.7 per cent (R719.8 million) of its revenue over the period from sources including the national central electronic monitoring system, while the remainder is derived from transfers from the department.

### Programmes/Objectives/Activities

**Table 39.82 National Gambling Board 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 (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
					2016/17 - 2019/20					2019/20 - 2022/23	
Administration	20.9	28.7	29.4	21.1	0.3%	26.9%	22.6	23.9	25.5	6.6%	8.7%
Stakeholder and liaison	10.9	8.8	12.5	29.3	39.2%	13.8%	32.6	32.9	34.5	5.5%	12.0%
Compliance monitoring	7.1	3.6	6.3	10.0	12.1%	7.3%	10.8	11.6	12.4	7.4%	4.2%
Technical compliance	–	47.7	175.1	188.8	–	52.0%	197.2	205.2	215.5	4.5%	75.1%
<b>Total</b>	<b>38.9</b>	<b>88.9</b>	<b>223.2</b>	<b>249.3</b>	<b>85.8%</b>	<b>100.0%</b>	<b>263.2</b>	<b>273.7</b>	<b>287.9</b>	<b>4.9%</b>	<b>100.0%</b>

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

**Table 39.83 National Gambling Board of South Africa statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	17.7	19.2	52.6	70.9	181.2	209.5	181.5	217.8	119.5%
<i>of which:</i>									
Other non-tax revenue	17.7	19.2	52.6	70.9	181.2	209.5	181.5	217.8	119.5%
<b>Transfers received</b>	30.1	30.1	31.6	31.6	32.6	32.6	33.8	33.8	100.0%
<b>Total revenue</b>	47.8	49.3	84.2	102.5	213.8	242.1	215.3	251.6	115.0%
<b>Expenses</b>									
<b>Current expenses</b>	47.4	38.9	78.5	88.9	211.1	223.2	211.3	249.3	109.5%
Compensation of employees	21.3	18.8	19.0	19.3	26.4	25.4	30.0	41.5	108.6%
Goods and services	24.0	17.9	57.2	67.2	182.1	195.3	178.6	205.1	109.9%
Depreciation	2.1	2.2	2.3	2.3	2.6	2.5	2.7	2.7	100.3%
<b>Total expenses</b>	47.4	38.9	78.5	88.9	211.1	223.2	211.3	249.3	109.5%
<b>Surplus/(Deficit)</b>	-	10.4	5.7	13.7	2.7	18.9	4.0	2.4	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	5.0	8.6	13.3	0.4	14.7	5.4	14.2	14.2	60.7%
<b>Receipts</b>									
<b>Non-tax receipts</b>	19.7	19.0	52.6	50.8	146.0	209.0	155.7	155.7	116.2%
Sales of goods and services other than capital assets	1.9	6.5	3.7	2.2	4.3	2.3	4.7	4.7	107.6%
<i>Sales by market establishment</i>	1.9	6.5	3.7	2.2	4.3	2.3	4.7	4.7	107.6%
Other tax receipts	17.8	12.5	48.9	48.6	141.7	206.7	151.0	151.0	116.5%
<b>Transfers received</b>	30.1	30.1	31.6	31.6	32.6	32.6	33.8	33.8	100.0%
<b>Total receipts</b>	49.8	49.1	84.2	82.4	178.6	241.6	189.4	189.4	112.1%
<b>Payment</b>									
<b>Current payments</b>	44.8	40.4	70.9	80.7	163.9	236.3	175.3	175.3	117.1%
Compensation of employees	21.3	18.2	17.6	19.4	25.1	31.9	27.1	27.1	106.1%
Goods and services	23.6	22.2	53.3	61.3	138.8	204.4	148.2	148.2	119.9%
<b>Transfers and subsidies</b>	-	-	-	1.2	-	-	-	-	-
<b>Total payments</b>	44.8	40.4	70.9	82.0	163.9	236.3	175.3	175.3	117.4%
<b>Net cash flow from investing activities</b>	(2.4)	(1.0)	(2.3)	(4.3)	(0.9)	(2.8)	(0.9)	(0.9)	140.2%
Acquisition of property, plant, equipment and intangible assets	(0.4)	(0.5)	(1.9)	(1.0)	(0.5)	(1.2)	(0.5)	(0.5)	100.2%
Acquisition of software and other intangible assets	(2.0)	(0.5)	(0.4)	(3.5)	(0.4)	(1.6)	(0.4)	(0.4)	186.6%
Other flows from investing activities	-	-	-	0.2	-	-	-	-	-
<b>Net cash flow from financing activities</b>	-	0.5	-	0.4	-	0.4	-	0.4	-
Deferred income	-	0.5	-	0.4	-	0.4	-	0.4	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	2.6	8.1	11.0	(3.5)	13.9	2.9	13.3	13.7	
<b>Statement of financial position</b>									
Carrying value of assets	14.5	10.8	15.4	13.0	16.3	13.4	17.2	17.2	85.9%
<i>Acquisition of assets</i>	(0.4)	(0.5)	(1.9)	(1.0)	(0.5)	(1.2)	(0.5)	(0.5)	100.2%
Inventory	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	106.8%
Receivables and prepayments	1.5	1.3	1.6	22.5	1.7	22.8	1.8	1.8	719.3%
Cash and cash equivalents	10.4	34.5	11.0	31.0	11.6	33.9	12.3	12.3	247.0%
<b>Total assets</b>	26.4	46.7	28.0	66.5	29.7	70.2	31.4	31.4	186.0%
Accumulated surplus/(deficit)	10.2	27.4	10.8	30.7	11.5	35.6	12.1	12.1	237.4%
Trade and other payables	15.2	16.5	16.1	33.1	17.1	31.4	18.0	18.0	149.2%
Provisions	1.0	2.7	1.1	2.7	1.2	3.2	1.2	1.2	218.6%
<b>Total equity and liabilities</b>	26.4	46.7	28.0	66.5	29.7	70.2	31.4	31.4	186.0%

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

**Table 39.84 National Gambling Board of South Africa statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance									
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)	
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23		
<b>Revenue</b>									
<b>Non-tax revenue</b>	217.8	124.9%	70.3%	229.0	239.4	251.4	4.9%	86.7%	
Other non-tax revenue	217.8	124.9%	70.3%	229.0	239.4	251.4	4.9%	86.7%	
<b>Transfers received</b>	33.8	3.9%	29.7%	35.1	37.3	38.2	4.2%	13.3%	
<b>Total revenue</b>	251.6	72.2%	100.0%	264.1	276.7	289.6	4.8%	100.0%	



**Table 39.84 National Gambling Board of South Africa statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
					2019/20	2016/17 - 2019/20	2020/21		
R million									
<b>Current expenses</b>		<b>249.3</b>	<b>85.8%</b>	<b>100.0%</b>	<b>263.2</b>	<b>273.7</b>	<b>287.9</b>	<b>4.9%</b>	<b>100.0%</b>
Compensation of employees		41.5	30.1%	24.5%	44.8	48.3	52.0	7.8%	17.3%
Goods and services		205.1	125.6%	72.9%	215.8	222.7	233.3	4.4%	81.7%
Depreciation		2.7	7.1%	2.6%	2.7	2.7	2.7	-	1.0%
<b>Total expenses</b>		<b>249.3</b>	<b>85.8%</b>	<b>100.0%</b>	<b>263.2</b>	<b>273.7</b>	<b>287.9</b>	<b>4.9%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>		<b>2.4</b>			<b>-</b>	<b>3.0</b>	<b>1.7</b>		
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>		<b>14.2</b>	<b>18.0%</b>	<b>76.9%</b>	<b>15.0</b>	<b>16.7</b>	<b>38.7</b>	<b>26.6%</b>	<b>88.5%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>		<b>155.7</b>	<b>101.7%</b>	<b>67.2%</b>	<b>165.3</b>	<b>209.2</b>	<b>250.3</b>	<b>17.2%</b>	<b>84.1%</b>
Sales of goods and services other than capital assets		4.7	-10.4%	4.8%	5.0	5.2	5.4	4.7%	2.2%
<i>Sales by market establishment</i>		4.7	-10.4%	4.8%	5.0	5.2	5.4	4.7%	2.2%
Other tax receipts		151.0	129.6%	62.4%	160.3	204.0	244.9	17.5%	81.8%
<b>Transfers received</b>		<b>33.8</b>	<b>3.9%</b>	<b>32.8%</b>	<b>35.1</b>	<b>37.3</b>	<b>38.2</b>	<b>4.2%</b>	<b>15.9%</b>
<b>Total receipts</b>		<b>189.4</b>	<b>56.9%</b>	<b>100.0%</b>	<b>200.4</b>	<b>246.5</b>	<b>288.5</b>	<b>15.1%</b>	<b>100.0%</b>
<b>Current payments</b>		<b>175.3</b>	<b>63.0%</b>	<b>92.8%</b>	<b>185.4</b>	<b>229.7</b>	<b>249.8</b>	<b>12.5%</b>	<b>100.0%</b>
Compensation of employees		27.1	14.1%	23.5%	29.1	35.0	52.0	24.3%	16.8%
Goods and services		148.2	88.2%	69.3%	156.2	194.8	197.9	10.1%	83.2%
<b>Total payment</b>		<b>175.3</b>	<b>63.0%</b>	<b>100.0%</b>	<b>185.4</b>	<b>229.7</b>	<b>249.8</b>	<b>12.5%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>		<b>(0.9)</b>	<b>-4.8%</b>	<b>100.0%</b>	<b>(0.9)</b>	<b>(0.9)</b>	<b>(0.5)</b>	<b>-15.3%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets		(0.5)	-0.2%	43.7%	(0.5)	(0.5)	(0.4)	-11.0%	59.6%
Acquisition of software and other intangible assets		(0.4)	-9.9%	57.2%	(0.4)	(0.4)	(0.2)	-22.0%	40.4%
<b>Net cash flow from financing activities</b>		<b>0.4</b>	<b>-6.0%</b>	<b>100.0%</b>	<b>0.4</b>	<b>0.5</b>	<b>0.6</b>	<b>12.6%</b>	<b>100.0%</b>
Deferred income		0.4	-6.0%	100.0%	0.4	0.5	0.6	12.6%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>13.7</b>	<b>19.2%</b>	<b>100.0%</b>	<b>14.6</b>	<b>16.4</b>	<b>38.7</b>	<b>41.3%</b>	<b>100.0%</b>
<b>Statement of financial position</b>									
Carrying value of assets		17.2	16.8%	29.2%	17.2	17.2	17.2	-	54.9%
<i>Acquisition of assets</i>		<i>(0.5)</i>	<i>-0.2%</i>	<i>-1.5%</i>	<i>(0.5)</i>	<i>(0.5)</i>	<i>(0.4)</i>	<i>-11.0%</i>	<i>-1.5%</i>
Inventory		0.0	-7.4%	0.1%	0.0	0.0	0.0	-	0.1%
Receivables and prepayments		1.8	12.5%	18.7%	1.8	1.8	1.8	-	5.8%
Cash and cash equivalents		12.3	-29.1%	52.0%	12.3	12.3	12.3	-	39.2%
<b>Total assets</b>		<b>31.4</b>	<b>-12.4%</b>	<b>100.0%</b>	<b>31.4</b>	<b>31.4</b>	<b>31.4</b>	<b>-</b>	<b>100.0%</b>
Accumulated surplus/(deficit)		12.1	-23.9%	48.6%	12.1	12.1	12.1	-	38.6%
Trade and other payables		18.0	2.9%	46.8%	18.0	18.0	18.0	-	57.5%
Provisions		1.2	-23.2%	4.6%	1.2	1.2	1.2	-	3.9%
<b>Total equity and liabilities</b>		<b>31.4</b>	<b>-12.4%</b>	<b>100.0%</b>	<b>31.4</b>	<b>31.4</b>	<b>31.4</b>	<b>-</b>	<b>100.0%</b>

**Personnel information****Table 39.85 National Gambling Board of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Number		
		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
Number of funded posts	Number of posts on approved establishment	2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23							
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
National Gambling Board of South Africa	40	29	25.4	0.9	40	41.5	1.0	40	44.8	1.1	40	48.3	1.2	40	52.0	1.3	7.8%	100.0%	
Salary level	40																		
1-6	1	1	-	-	1	0.2	0.2	1	0.2	0.2	1	0.2	0.2	1	0.3	0.3	7.8%	2.5%	
7-10	13	13	9	4.0	0.4	13	6.9	0.5	13	7.4	0.6	13	8.0	0.6	13	8.6	0.7	7.8%	32.5%
11-12	15	15	12	9.7	0.8	15	14.6	1.0	15	15.7	1.0	15	17.0	1.1	15	18.3	1.2	7.8%	37.5%
13-16	11	11	8	11.6	1.5	11	19.8	1.8	11	21.4	1.9	11	23.1	2.1	11	24.8	2.3	7.8%	27.5%

1. Rand million.

## National Lotteries Commission Selected performance indicators

### Selected performance indicators

**Table 39.86 National Lotteries Commission performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Value of operator ticket sales per year	Grant funding	Priority 7: A better Africa and world	R5.8bn	R6bn	R7.1bn	R7bn	R7.1bn	R7.2bn	R7.2bn
Value of National Lottery Distribution Trust Fund grant commitments per year	Grant funding		R1.5bn	R1.4bn	R1.3bn	R1.3bn	R1.4bn	R1.4bn	R1.4bn
Actual cash disbursed per year	Grant funding	Priority 1: Economic transformation and job creation	R1.7bn	R2bn	R1.6bn	R1.6bn	R1.7bn	R1.8bn	R1.9bn
Value of contribution to the National Lottery Distribution Trust Fund per year	Grant funding	Priority 7: A better Africa and world	R1.5bn	R1.4bn	R1.6bn	R1.6bn	R1.6bn	R1.7bn	R1.7bn

### Entity overview

The National Lotteries Commission is mandated to regulate, monitor and police lottery operations in South Africa; protect lottery operations from illegal schemes; protect winners' prize monies; implement measures to prevent underage and excessive gambling; and ensure responsibility in the gambling industry. Over the MTEF period, the commission will focus on monitoring the compliance and performance of the national lottery operator with the National Lotteries Act (1997) and its licence agreement.

Expenditure is expected to increase at an average annual rate of 5.6 per cent, from R567.3 million in 2019/20 to R667.3 million in 2022/23. Spending on compensation of employees, the commission's main cost driver, increases at an average annual rate of 8.1 per cent, from R299 million in 2019/20 to R377.4 million in 2022/23. Revenue is expected to increase at an average annual rate of 5.6 per cent, from R567.3 million in 2019/20 to R667.3 million in 2022/23. The commission expects to derive 99.3 per cent (R1.9 billion) of its revenue over the medium term from the national lottery operator.

### Programmes/Objectives/Activities

**Table 39.87 National Lotteries Commission expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23		
Administration	324.4	406.2	442.5	459.0	12.3%	91.0%	493.9	527.1	566.2	7.2%	83.6%	
Grant funding	22.5	21.8	19.4	106.5	68.0%	8.6%	92.6	93.5	99.0	-2.4%	16.1%	
Compliance and regulation	1.3	2.5	1.5	1.8	11.9%	0.4%	1.8	2.0	2.2	6.6%	0.3%	
<b>Total</b>	<b>348.1</b>	<b>430.5</b>	<b>463.3</b>	<b>567.3</b>	<b>17.7%</b>	<b>100.0%</b>	<b>588.3</b>	<b>622.6</b>	<b>667.3</b>	<b>5.6%</b>	<b>100.0%</b>	

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

**Table 39.88 National Lotteries Commission statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/ Budget (%)
	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2019/20 - 2019/20	
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>3.3</b>	<b>3.3</b>	<b>3.1</b>	<b>4.0</b>	<b>3.9</b>	<b>4.3</b>	<b>3.9</b>	<b>3.9</b>	<b>108.4%</b>
Sale of goods and services other than capital assets	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	100.0%
<i>of which:</i>									
Administrative fees	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	100.0%
Other non-tax revenue	0.8	0.8	0.6	1.5	1.4	1.8	1.4	1.4	128.1%
<b>Transfers received</b>	<b>344.7</b>	<b>344.8</b>	<b>463.0</b>	<b>426.5</b>	<b>498.0</b>	<b>459.0</b>	<b>548.8</b>	<b>563.4</b>	<b>96.7%</b>
<b>Total revenue</b>	<b>348.0</b>	<b>348.1</b>	<b>466.2</b>	<b>430.5</b>	<b>502.0</b>	<b>463.3</b>	<b>552.8</b>	<b>567.3</b>	<b>96.8%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>348.0</b>	<b>348.1</b>	<b>466.2</b>	<b>430.5</b>	<b>497.6</b>	<b>463.3</b>	<b>493.2</b>	<b>567.3</b>	<b>100.2%</b>
Compensation of employees	197.8	197.8	244.6	252.9	276.6	268.7	302.7	299.0	99.7%
Goods and services	142.1	142.2	211.8	166.6	210.6	184.5	176.3	261.5	101.9%
Depreciation	8.1	8.1	9.7	11.0	10.4	10.2	14.2	6.8	85.2%
<b>Total expenses</b>	<b>348.0</b>	<b>348.1</b>	<b>466.2</b>	<b>430.5</b>	<b>497.6</b>	<b>463.3</b>	<b>493.2</b>	<b>567.3</b>	<b>100.2%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.4</b>	<b>-</b>	<b>59.5</b>	<b>-</b>	

**Table 39.88 National Lotteries Commission statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>41.9</b>	<b>41.9</b>	<b>0.0</b>	<b>23.5</b>	<b>1.0</b>	<b>52.8</b>	<b>14.6</b>	<b>22.7</b>	<b>244.9%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>0.8</b>	<b>0.8</b>	<b>0.2</b>	<b>1.3</b>	<b>0.5</b>	<b>2.0</b>	<b>0.5</b>	<b>0.5</b>	<b>224.8%</b>
Other tax receipts	0.8	0.8	0.2	1.3	0.5	2.0	0.5	0.5	224.8%
<b>Transfers received</b>	<b>376.0</b>	<b>376.0</b>	<b>463.0</b>	<b>433.3</b>	<b>498.0</b>	<b>501.0</b>	<b>548.8</b>	<b>545.2</b>	<b>98.4%</b>
<b>Total receipts</b>	<b>376.8</b>	<b>376.8</b>	<b>463.3</b>	<b>434.5</b>	<b>498.5</b>	<b>502.9</b>	<b>549.3</b>	<b>545.7</b>	<b>98.5%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>334.9</b>	<b>334.9</b>	<b>463.3</b>	<b>411.0</b>	<b>497.6</b>	<b>450.1</b>	<b>534.7</b>	<b>523.0</b>	<b>93.9%</b>
Compensation of employees	197.3	197.3	244.6	243.7	276.6	267.2	302.7	261.5	95.0%
Goods and services	137.6	137.6	218.6	167.3	221.0	182.9	231.9	261.5	92.6%
<b>Total payments</b>	<b>334.9</b>	<b>334.9</b>	<b>463.3</b>	<b>411.0</b>	<b>497.6</b>	<b>450.1</b>	<b>534.7</b>	<b>523.0</b>	<b>93.9%</b>
<b>Net cash flow from investing activities</b>	<b>(37.6)</b>	<b>(37.6)</b>	<b>(45.9)</b>	<b>(25.8)</b>	<b>(60.7)</b>	<b>(41.3)</b>	<b>(45.7)</b>	<b>(52.2)</b>	<b>82.7%</b>
Acquisition of property, plant, equipment and intangible assets	(15.2)	(15.2)	(40.2)	(4.5)	(48.3)	(37.0)	(38.3)	(45.7)	72.1%
Acquisition of software and other intangible assets	(22.4)	(22.4)	(5.7)	(21.3)	(12.3)	(4.3)	(7.4)	(6.5)	114.1%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>4.3</b>	<b>4.3</b>	<b>(45.8)</b>	<b>(2.3)</b>	<b>(59.7)</b>	<b>11.5</b>	<b>(31.0)</b>	<b>(29.5)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	131.7	131.7	287.7	145.7	145.7	176.6	145.7	176.6	88.7%
Acquisition of assets	(15.2)	(15.2)	(40.2)	(4.5)	(48.3)	(37.0)	(38.3)	(45.7)	72.1%
Receivables and prepayments	4.3	4.0	1.2	3.8	0.9	3.6	1.0	3.6	202.2%
Cash and cash equivalents	12.3	12.3	10.3	10.0	10.0	21.5	10.0	21.5	153.2%
<b>Total assets</b>	<b>148.3</b>	<b>147.9</b>	<b>299.3</b>	<b>159.5</b>	<b>156.6</b>	<b>201.7</b>	<b>156.6</b>	<b>201.7</b>	<b>93.4%</b>
Deferred income	15.4	15.4	15.0	12.9	12.5	10.4	13.2	10.4	87.6%
Trade and other payables	111.4	111.1	268.2	114.2	125.6	157.6	124.0	157.6	85.9%
Provisions	21.4	21.4	16.0	32.3	18.4	33.6	19.5	33.6	160.6%
<b>Total equity and liabilities</b>	<b>148.3</b>	<b>147.9</b>	<b>299.3</b>	<b>159.5</b>	<b>156.6</b>	<b>201.7</b>	<b>156.6</b>	<b>201.7</b>	<b>93.4%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.89 National Lotteries Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance									
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23		
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>3.9</b>	<b>5.2%</b>	<b>0.9%</b>	<b>4.0</b>	<b>4.1</b>	<b>4.3</b>	<b>3.2%</b>	<b>0.7%</b>	
Sale of goods and services other than capital assets	2.5	–	0.6%	2.5	2.5	2.5	–	0.4%	
Administrative fees	2.5	–	0.6%	2.5	2.5	2.5	–	0.4%	
Other non-tax revenue	1.4	18.6%	0.3%	1.5	1.6	1.8	8.4%	0.3%	
<b>Transfers received</b>	<b>563.4</b>	<b>17.8%</b>	<b>99.1%</b>	<b>584.3</b>	<b>618.5</b>	<b>663.1</b>	<b>5.6%</b>	<b>99.3%</b>	
<b>Total revenue</b>	<b>567.3</b>	<b>17.7%</b>	<b>100.0%</b>	<b>588.3</b>	<b>622.6</b>	<b>667.3</b>	<b>5.6%</b>	<b>100.0%</b>	
<b>Current expenses</b>									
<b>Current expenses</b>	<b>567.3</b>	<b>17.7%</b>	<b>100.0%</b>	<b>588.3</b>	<b>622.6</b>	<b>667.3</b>	<b>5.6%</b>	<b>100.0%</b>	
Compensation of employees	299.0	14.8%	56.6%	324.5	349.9	377.4	8.1%	55.2%	
Goods and services	261.5	22.5%	41.4%	257.1	265.9	283.0	2.7%	43.7%	
Depreciation	6.8	-5.6%	2.1%	6.8	6.9	6.9	0.5%	1.1%	
<b>Total expenses</b>	<b>567.3</b>	<b>17.7%</b>	<b>100.0%</b>	<b>588.3</b>	<b>622.6</b>	<b>667.3</b>	<b>5.6%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>–</b>			<b>–</b>	<b>–</b>	<b>–</b>			
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>22.7</b>	<b>-18.5%</b>	<b>0.2%</b>	<b>3.8</b>	<b>1.4</b>	<b>(10.5)</b>	<b>5.3%</b>	<b>0.1%</b>	
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>0.5</b>	<b>-18.2%</b>	<b>0.2%</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>5.3%</b>	<b>0.1%</b>	
Other tax receipts	0.5	-18.2%	0.2%	0.5	0.5	0.5	5.3%	0.1%	
<b>Transfers received</b>	<b>545.2</b>	<b>13.2%</b>	<b>99.8%</b>	<b>544.8</b>	<b>573.7</b>	<b>603.4</b>	<b>3.4%</b>	<b>99.9%</b>	
<b>Total receipts</b>	<b>545.7</b>	<b>13.1%</b>	<b>100.0%</b>	<b>545.3</b>	<b>574.2</b>	<b>603.9</b>	<b>3.4%</b>	<b>100.0%</b>	
<b>Current payments</b>									
<b>Current payments</b>	<b>523.0</b>	<b>16.0%</b>	<b>95.3%</b>	<b>541.5</b>	<b>572.9</b>	<b>614.5</b>	<b>5.5%</b>	<b>100.0%</b>	
Compensation of employees	261.5	9.8%	54.3%	284.3	307.0	331.4	8.2%	52.5%	
Goods and services	261.5	23.9%	41.0%	257.1	265.9	283.0	2.7%	47.5%	
<b>Total payment</b>	<b>523.0</b>	<b>16.0%</b>	<b>100.0%</b>	<b>541.5</b>	<b>572.9</b>	<b>614.5</b>	<b>5.5%</b>	<b>100.0%</b>	
<b>Net cash flow from investing activities</b>	<b>(52.2)</b>	<b>11.6%</b>	<b>100.0%</b>	<b>(5.1)</b>	<b>(10.3)</b>	<b>(5.5)</b>	<b>-52.8%</b>	<b>100.0%</b>	
Acquisition of property, plant, equipment and intangible assets	(45.7)	44.4%	58.7%	(3.1)	(8.3)	(3.5)	-57.5%	73.1%	
Acquisition of software and other intangible assets	(6.5)	-33.9%	41.3%	(2.0)	(2.0)	(2.0)	-32.4%	26.9%	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(29.5)</b>	<b>-289.7%</b>	<b>100.0%</b>	<b>(1.3)</b>	<b>(8.9)</b>	<b>(16.0)</b>	<b>-18.4%</b>	<b>100.0%</b>	

**Table 39.89 National Lotteries Commission statements of estimates of financial performance, cash flow and financial position**

Statement of financial position	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)
				2019/20	2016/17 - 2019/20	2020/21		
R million								
Carrying value of assets	176.6	10.3%	88.9%	176.6	176.6	176.6	-	87.6%
Acquisition of assets	(45.7)	44.4%	-13.5%	(3.1)	(8.3)	(3.5)	-57.5%	-7.5%
Receivables and prepayments	3.6	-3.2%	2.2%	3.6	3.6	3.6	-	1.8%
Cash and cash equivalents	21.5	20.5%	9.0%	21.5	21.5	21.5	-	10.6%
<b>Total assets</b>	<b>201.7</b>	<b>10.9%</b>	<b>100.0%</b>	<b>201.7</b>	<b>201.7</b>	<b>201.7</b>	<b>-</b>	<b>100.0%</b>
Deferred income	10.4	-12.3%	7.2%	10.4	10.4	10.4	-	5.2%
Trade and other payables	157.6	12.4%	75.8%	157.6	157.6	157.6	-	78.2%
Provisions	33.6	16.2%	17.0%	33.6	33.6	33.6	-	16.7%
<b>Total equity and liabilities</b>	<b>201.7</b>	<b>10.9%</b>	<b>100.0%</b>	<b>201.7</b>	<b>201.7</b>	<b>201.7</b>	<b>0.0%</b>	<b>100.0%</b>

**Personnel information****Table 39.90 National Lotteries Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment														Number			
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		Unit cost	2019/20		Unit cost	2020/21		Unit cost	2021/22		Unit cost			2022/23		Unit cost	
National Lotteries Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	308	308	307	268.7	0.9	321	299.0	0.9	321	324.5	1.0	321	349.9	1.1	321	377.4	1.2	8.1%	100.0%
1 – 6	35	35	35	7.6	0.2	47	11.2	0.2	47	11.9	0.3	47	12.7	0.3	47	13.5	0.3	6.4%	14.6%
7 – 10	149	149	149	84.9	0.6	149	93.4	0.6	149	105.3	0.7	149	115.3	0.8	149	126.5	0.8	10.6%	46.4%
11 – 12	65	65	64	62.1	1.0	65	70.9	1.1	65	73.3	1.1	65	79.8	1.2	65	84.5	1.3	6.0%	20.2%
13 – 16	54	54	54	99.5	1.8	55	108.3	2.0	55	118.5	2.2	55	126.2	2.3	55	136.8	2.5	8.1%	17.1%
17 – 22	5	5	5	14.6	2.9	5	15.3	3.1	5	15.5	3.1	5	15.8	3.2	5	16.1	3.2	1.8%	1.6%

1. Rand million.

**National Metrology Institute of South Africa****Selected performance indicators****Table 39.91 National Metrology Institute of South Africa performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of new and improved national measurement standards, and reference materials and reference methods developed per year	Keep, maintain and disseminate national measurements	Priority 7: A better Africa and world	18	15	19	19	20	24	24
Number of memberships maintained	Keep, maintain and disseminate national measurements		10	9	10	10	10	10	10
Number of courses provided including for small and medium enterprises per year	Keep, maintain and disseminate national measurements		17	14	22	24	24	29	29
Number of inter-laboratory comparisons and proficiency testing schemes organised and completed per year	Keep, maintain and disseminate national measurements		-1	-1	-1	9	10	10	10
Number of accredited laboratories and new laboratory accreditations per year	Keep, maintain and disseminate national measurements		20	20	21	26	26	26	26
Number of metrologists trained per year	Keep, maintain and disseminate national measurements		49	146	152	100	90	138	138
Number of international system of units base units realised per year	Keep, maintain and disseminate national measurements		-1	-1	-1	6	6	6	6
Number of government departments and state-owned entities serviced by the institute per year	Keep, maintain and disseminate national measurements		-1	-1	-1	3	4	6	6

1. No historical data available

### Entity overview

The National Metrology Institute of South Africa is mandated by the Measurement Units and Measurement Standards Act (2006) to ensure that South Africa has a scientifically valid and internationally comparable and accepted measurement system, and that the international system of units is correctly applied. Over the medium term, the entity will focus on providing metrology for regulatory purposes; providing fit-for-purpose metrology for industry, including assistance to small and medium enterprises in providing appropriate services in support of manufacturing, beneficiation and export; and establishing a regional reference institute for quality assurance and reference measurements in support of regulations and the continental free-trade area.

Expenditure is expected to increase at an average annual rate of 6.3 per cent, from R222.3 million in 2019/20 to R266.8 million in 2022/23. Spending on compensation of employees accounts for 64.5 per cent (R488.1 million) of the institute's total expenditure over the medium term. Revenue is expected to increase at an average annual rate of 4.7 per cent, from R296.1 million in 2019/20 to R339.7 million in 2022/23. Transfers from the department account for 82.3 per cent (R801.8 million) of the institute's total revenue over the MTEF period, while the remainder is derived from interest income.

### Programmes/Objectives/Activities

**Table 39.92 National Metrology Institute of South Africa expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average Expenditure/Total (%) 2016/17 - 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average Expenditure/Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
Administration	92.6	74.4	76.4	95.4	1.0%	39.3%	101.2	107.3	113.7	6.0%	42.8%
Keep, maintain and disseminate national measurements	91.7	149.9	170.9	127.0	11.5%	60.7%	135.2	143.9	153.2	6.5%	57.2%
<b>Total</b>	<b>184.3</b>	<b>224.3</b>	<b>247.3</b>	<b>222.3</b>	<b>6.4%</b>	<b>100.0%</b>	<b>236.4</b>	<b>251.2</b>	<b>266.8</b>	<b>6.3%</b>	<b>100.0%</b>

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

**Table 39.93 National Metrology Institute of South Africa statements of historical financial performance, cash flow and financial position**

Statement of financial performance										
R million	Audited outcome		Audited outcome		Audited outcome		Budget Revised estimate		Average Outcome/Budget (%) 2016/17 - 2019/20	
	Budget	2016/17	Budget	2017/18	Budget	2018/19	Budget estimate	2019/20		
<b>Revenue</b>										
<b>Non-tax revenue</b>		<b>25.7</b>	<b>28.1</b>	<b>36.0</b>	<b>31.5</b>	<b>40.4</b>	<b>34.7</b>	<b>42.6</b>	<b>51.0</b>	<b>100.4%</b>
Sale of goods and services other than capital assets		13.2	12.1	20.0	16.4	31.6	21.4	33.3	38.0	89.6%
<i>of which:</i>										
<i>Sales by market establishment</i>		13.2	12.1	20.0	16.4	31.6	21.4	33.3	38.0	89.6%
Other non-tax revenue		12.5	16.0	16.0	15.1	8.8	13.3	9.3	13.0	123.2%
<b>Transfers received</b>		<b>264.2</b>	<b>264.2</b>	<b>252.8</b>	<b>252.8</b>	<b>232.8</b>	<b>232.8</b>	<b>245.0</b>	<b>245.0</b>	<b>100.0%</b>
<b>Total revenue</b>		<b>289.8</b>	<b>292.3</b>	<b>288.8</b>	<b>284.3</b>	<b>273.2</b>	<b>267.5</b>	<b>287.7</b>	<b>296.1</b>	<b>100.1%</b>
<b>Expenses</b>										
<b>Current expenses</b>		<b>161.2</b>	<b>184.3</b>	<b>184.3</b>	<b>224.3</b>	<b>204.8</b>	<b>247.3</b>	<b>217.7</b>	<b>222.3</b>	<b>114.3%</b>
Compensation of employees		90.2	101.2	111.3	114.6	122.7	123.4	131.2	141.9	105.6%
Goods and services		71.0	59.4	73.0	75.0	82.1	80.7	86.5	80.4	94.5%
Depreciation		-	23.8	-	34.7	-	43.2	-	-	-
<b>Total expenses</b>		<b>161.2</b>	<b>184.3</b>	<b>184.3</b>	<b>224.3</b>	<b>204.8</b>	<b>247.3</b>	<b>217.7</b>	<b>222.3</b>	<b>114.3%</b>
<b>Surplus/(Deficit)</b>		<b>128.6</b>	<b>107.9</b>	<b>104.6</b>	<b>60.0</b>	<b>68.4</b>	<b>20.2</b>	<b>69.9</b>	<b>73.7</b>	
<b>Cash flow statement</b>										
<b>Cash flow from operating activities</b>		<b>128.6</b>	<b>147.2</b>	<b>104.6</b>	<b>86.8</b>	<b>68.4</b>	<b>74.2</b>	<b>69.9</b>	<b>73.7</b>	<b>102.8%</b>
<b>Receipts</b>										
<b>Non-tax receipts</b>		<b>25.7</b>	<b>27.9</b>	<b>36.0</b>	<b>27.7</b>	<b>40.4</b>	<b>33.6</b>	<b>42.6</b>	<b>51.0</b>	<b>96.9%</b>
Sale of goods and services other than capital assets		13.2	12.0	20.0	12.7	31.6	20.2	33.3	38.0	84.6%
<i>Sales by market establishment</i>		13.2	12.0	20.0	12.7	31.6	20.2	33.3	38.0	84.6%
Other tax receipts		12.5	16.0	16.0	15.0	8.8	13.3	9.3	13.0	122.9%
<b>Transfers received</b>		<b>264.2</b>	<b>264.2</b>	<b>252.8</b>	<b>252.8</b>	<b>232.8</b>	<b>232.8</b>	<b>245.0</b>	<b>245.0</b>	<b>100.0%</b>
<b>Total receipts</b>		<b>289.8</b>	<b>292.1</b>	<b>288.8</b>	<b>280.5</b>	<b>273.2</b>	<b>266.3</b>	<b>287.7</b>	<b>296.1</b>	<b>99.6%</b>

**Table 39.93 National Metrology Institute of South Africa statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17	2017/18	2018/19	2019/20	2016/17 - 2019/20				
<b>Payment</b>									
<b>Current payments</b>	<b>161.2</b>	<b>144.9</b>	<b>184.3</b>	<b>193.7</b>	<b>204.8</b>	<b>192.2</b>	<b>217.7</b>	<b>222.3</b>	<b>98.1%</b>
Compensation of employees	90.2	91.5	111.3	106.8	122.7	121.6	131.2	141.9	101.4%
Goods and services	71.0	53.4	73.0	86.9	82.1	70.5	86.5	80.4	93.2%
<b>Total payments</b>	<b>161.2</b>	<b>144.9</b>	<b>184.3</b>	<b>193.7</b>	<b>204.8</b>	<b>192.2</b>	<b>217.7</b>	<b>222.3</b>	<b>98.1%</b>
<b>Net cash flow from investing activities</b>	<b>(128.6)</b>	<b>(178.4)</b>	<b>(104.6)</b>	<b>(95.7)</b>	<b>(68.4)</b>	<b>(83.6)</b>	<b>(69.9)</b>	<b>(73.7)</b>	<b>116.1%</b>
Acquisition of property, plant, equipment and intangible assets	(128.2)	(176.1)	(101.9)	(95.2)	(65.2)	(80.9)	(66.6)	(72.7)	117.5%
Acquisition of software and other intangible assets	(0.4)	(2.3)	(2.7)	(1.1)	(3.2)	(2.7)	(3.4)	(1.0)	74.3%
Proceeds from the sale of property, plant, equipment and intangible assets	-	0.1	-	-	-	0.0	-	-	-
Other flows from investing activities	-	-	-	0.7	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>-</b>	<b>(31.2)</b>	<b>(0.0)</b>	<b>(8.8)</b>	<b>-</b>	<b>(9.4)</b>	<b>-</b>	<b>(0.0)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	128.6	345.1	104.6	406.2	68.4	445.1	69.9	73.7	341.9%
Acquisition of assets	(128.2)	(176.1)	(101.9)	(95.2)	(65.2)	(80.9)	(66.6)	(72.7)	117.5%
Investments	-	1.6	-	-	-	0.6	-	-	-
Inventory	-	0.4	-	0.2	-	5.1	-	-	-
Receivables and prepayments	-	15.3	-	22.8	-	18.0	-	-	-
Cash and cash equivalents	-	198.7	-	189.9	-	180.5	-	-	-
<b>Total assets</b>	<b>128.6</b>	<b>561.1</b>	<b>104.6</b>	<b>619.0</b>	<b>68.4</b>	<b>649.3</b>	<b>69.9</b>	<b>73.7</b>	<b>512.3%</b>
Accumulated surplus/(deficit)	128.6	525.6	104.6	585.6	68.4	605.8	69.9	73.7	482.1%
Trade and other payables	-	20.3	-	10.6	-	17.7	-	-	-
Provisions	-	15.2	-	22.8	-	25.7	-	-	-
<b>Total equity and liabilities</b>	<b>128.6</b>	<b>561.1</b>	<b>104.6</b>	<b>619.0</b>	<b>68.4</b>	<b>649.3</b>	<b>69.9</b>	<b>73.7</b>	<b>512.3%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.94 National Metrology Institute of South Africa statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance									
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)	
	2019/20	2016/17 - 2019/20	2020/21	2021/22	2022/23	2019/20	2022/23		
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>51.0</b>	<b>22.0%</b>	<b>12.7%</b>	<b>55.6</b>	<b>57.4</b>	<b>61.7</b>	<b>6.5%</b>	<b>17.7%</b>	
Sale of goods and services other than capital assets	38.0	46.5%	7.7%	40.0	42.0	44.0	5.0%	12.9%	
<i>Sales by market establishment</i>	38.0	46.5%	7.7%	40.0	42.0	44.0	5.0%	12.9%	
Other non-tax revenue	13.0	-6.6%	5.0%	15.7	15.5	17.7	10.8%	4.8%	
<b>Transfers received</b>	<b>245.0</b>	<b>-2.5%</b>	<b>87.3%</b>	<b>254.4</b>	<b>269.4</b>	<b>278.0</b>	<b>4.3%</b>	<b>82.3%</b>	
<b>Total revenue</b>	<b>296.1</b>	<b>0.4%</b>	<b>100.0%</b>	<b>310.0</b>	<b>326.8</b>	<b>339.7</b>	<b>4.7%</b>	<b>100.0%</b>	
<b>Current expenses</b>	<b>222.3</b>	<b>6.4%</b>	<b>100.0%</b>	<b>236.4</b>	<b>251.2</b>	<b>266.8</b>	<b>6.3%</b>	<b>100.0%</b>	
Compensation of employees	141.9	11.9%	54.9%	151.8	162.5	173.8	7.0%	64.5%	
Goods and services	80.4	10.6%	33.6%	84.5	88.7	93.0	5.0%	35.5%	
<b>Total expenses</b>	<b>222.3</b>	<b>6.4%</b>	<b>100.0%</b>	<b>236.4</b>	<b>251.2</b>	<b>266.8</b>	<b>6.3%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>73.7</b>			<b>73.6</b>	<b>75.6</b>	<b>72.9</b>			
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>73.7</b>	<b>-20.6%</b>	<b>26.8%</b>	<b>73.6</b>	<b>75.6</b>	<b>72.9</b>	<b>16.5%</b>	<b>43.5%</b>	
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>51.0</b>	<b>22.2%</b>	<b>12.3%</b>	<b>55.6</b>	<b>57.4</b>	<b>61.7</b>	<b>6.5%</b>	<b>17.7%</b>	
Sales of goods and services other than capital assets	38.0	47.1%	7.3%	40.0	42.0	44.0	5.0%	12.9%	
<i>Sales by market establishment</i>	38.0	47.1%	7.3%	40.0	42.0	44.0	5.0%	12.9%	
Other tax receipts	13.0	-6.6%	5.1%	15.7	15.5	17.7	10.8%	4.8%	
<b>Transfers received</b>	<b>245.0</b>	<b>-2.5%</b>	<b>87.7%</b>	<b>254.4</b>	<b>269.4</b>	<b>278.0</b>	<b>4.3%</b>	<b>82.3%</b>	
<b>Total receipts</b>	<b>296.1</b>	<b>0.4%</b>	<b>100.0%</b>	<b>310.0</b>	<b>326.8</b>	<b>339.7</b>	<b>4.7%</b>	<b>100.0%</b>	
<b>Current payments</b>	<b>222.3</b>	<b>15.3%</b>	<b>85.7%</b>	<b>236.4</b>	<b>251.2</b>	<b>266.8</b>	<b>6.3%</b>	<b>100.0%</b>	
Compensation of employees	141.9	15.7%	52.6%	151.8	162.5	173.8	7.0%	64.5%	
Goods and services	80.4	14.6%	33.1%	84.5	88.7	93.0	5.0%	35.5%	
<b>Total payment</b>	<b>222.3</b>	<b>15.3%</b>	<b>100.0%</b>	<b>236.4</b>	<b>251.2</b>	<b>266.8</b>	<b>6.3%</b>	<b>100.0%</b>	

**Table 39.94 National Metrology Institute of South Africa statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
					2019/20	2020/21	2021/22		
R million									
Net cash flow from investing activities		(73.7)	-25.5%	100.0%	(73.6)	(75.6)	(72.9)	-0.4%	100.0%
Acquisition of property, plant, equipment and intangible assets		(72.7)	-25.5%	98.4%	(72.6)	(74.5)	(71.7)	-0.5%	98.5%
Acquisition of software and other intangible assets		(1.0)	-24.5%	1.8%	(1.1)	(1.1)	(1.2)	4.9%	1.5%
Net increase/(decrease) in cash and cash equivalents		(0.0)	-100.0%	100.0%	(0.0)	-	(0.0)	18.6%	-
<b>Statement of financial position</b>									
Carrying value of assets		73.7	-40.2%	73.9%	73.6	75.6	72.9	-0.4%	100.0%
Acquisition of assets		(72.7)	-25.5%	-39.5%	(72.6)	(74.5)	(71.7)	-0.5%	-98.5%
Total assets		73.7	-49.2%	100.0%	73.6	75.6	72.9	-0.4%	100.0%
Accumulated surplus/(deficit)		73.7	-48.0%	95.4%	73.6	75.6	72.9	-0.4%	100.0%
Total equity and liabilities		73.7	-49.2%	100.0%	73.6	75.6	72.9	-0.4%	100.0%

## Personnel information

**Table 39.95 National Metrology Institute of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
Number of funded posts	Number of posts on approved establishment	2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23							
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost						
National Metrology Institute of South Africa																			
Salary level	199	224	177	123.4	0.7	199	141.9	0.7	199	151.8	0.8	199	162.5	0.8	199	173.8	0.9	7.0%	100.0%
1 – 6	36	36	27	3.9	0.1	36	5.0	0.1	36	5.4	0.1	36	5.7	0.2	36	6.1	0.2	7.0%	18.1%
7 – 10	105	121	95	54.7	0.6	105	64.5	0.6	105	69.1	0.7	105	73.9	0.7	105	79.1	0.8	7.0%	52.8%
11 – 12	31	35	28	27.4	1.0	31	31.5	1.0	31	33.7	1.1	31	36.1	1.2	31	38.6	1.2	7.0%	15.6%
13 – 16	26	31	26	34.7	1.3	26	38.0	1.5	26	40.6	1.6	26	43.5	1.7	26	46.5	1.8	7.0%	13.1%
17 – 22	1	1	1	2.6	2.6	1	2.9	2.9	1	3.1	3.1	1	3.3	3.3	1	3.5	3.5	7.0%	0.5%

1. Rand million.

## National Regulator for Compulsory Specifications

### Selected performance indicators

**Table 39.96 National Regulator for Compulsory Specifications performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of inspections performed in accordance with compulsory specification and procedures per year	Maximise compliance with all specifications and technical regulations	Priority 5: Social cohesion and safe communities	20 261	21 446	20 828	19 661	21 600	21 920	22 430
Number of compulsory specifications/technical regulations (new and amended) submitted to the department per year	Develop, maintain and administer compulsory specifications and technical regulations		5	5	12	12	12	12	12

### Entity overview

The National Regulator for Compulsory Specifications was established in terms of the Measurement Units and Measurement Standards Act (2006) as a public entity that administers compulsory specifications, otherwise known as technical regulations. The regulator is mandated to protect the health and safety of the public and the environment by administering and maintaining compulsory specifications, implementing a regulatory and compliance system, and engaging in market surveillance to ensure compliance.

Over the medium term, the regulator will focus on implementing new compulsory specifications that are developed to regulate the processed meat industry. The specifications intend to curb future outbreaks of listeria monocytogenes food poisoning caused by contaminated processed meats. The regulator will also focus on

building capacity to accommodate its extended mandate in terms of the Legal Metrology Act (2014) towards establishing a legal metrology unit.

Expenditure is expected to increase at an average annual rate of 7.3 per cent, from R490.7 million in 2019/20 to R607 million in 2022/23. Spending on compensation of employees accounts for 75.3 per cent (R1.3 billion) of total expenditure over the medium term. Revenue is expected to increase at an average annual rate of 7.3 per cent, from R490.7 million in 2019/20 to R607 million in 2022/23. Levies charged to manufacturers constitute 66.5 per cent (R1.2 billion) of the entity's total revenue over the medium term. The regulator's remaining revenue is derived from transfers from the department.

## Programmes/Objectives/Activities

**Table 39.97 National Regulator for Compulsory Specifications 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 (%)	
	2016/17	2017/18	2018/19	2019/20		2016/17 - 2019/20	2019/20 - 2022/23	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20 - 2022/23					
Administration	44.4	42.2	47.1	58.1	9.4%	11.5%	63.1	66.3	69.5	6.2%	11.5%						
Maximise compliance with all specifications and technical regulations	209.6	232.3	264.3	334.5	16.9%	61.6%	382.3	401.4	420.6	7.9%	69.0%						
Develop, maintain and administer compulsory specifications and technical regulations	6.3	7.4	9.0	11.0	20.2%	2.0%	11.5	12.1	12.7	4.7%	2.1%						
Inform and educate stakeholders on the regulator's mandate	5.2	6.2	7.3	10.7	27.1%	1.7%	13.2	13.9	14.5	10.7%	2.3%						
Ensure an optimally capacitated institution	61.1	58.3	235.2	76.4	7.8%	23.2%	81.5	85.6	89.7	5.5%	15.0%						
<b>Total</b>	<b>326.6</b>	<b>346.4</b>	<b>562.8</b>	<b>490.7</b>	<b>14.5%</b>	<b>100.0%</b>	<b>551.6</b>	<b>579.2</b>	<b>607.0</b>	<b>7.3%</b>	<b>100.0%</b>						

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

**Table 39.98 National Regulator for Compulsory Specifications statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Audited outcome		Budget		Audited outcome		Budget estimate		Average: Outcome/ Budget (%)
	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20		
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>288.2</b>	<b>272.7</b>	<b>277.2</b>	<b>302.2</b>	<b>288.9</b>	<b>291.2</b>	<b>331.2</b>	<b>351.2</b>	<b>102.7%</b>
Sale of goods and services other than capital assets	236.4	250.9	240.5	281.8	278.0	267.4	321.1	321.1	104.2%
<i>of which:</i>									
<i>Sales by market establishment</i>	236.4	250.9	240.5	281.8	278.0	267.4	321.1	321.1	104.2%
Other non-tax revenue	51.8	21.8	36.6	20.3	10.9	23.7	10.0	30.0	87.7%
<b>Transfers received</b>	<b>86.4</b>	<b>86.4</b>	<b>128.7</b>	<b>128.7</b>	<b>146.1</b>	<b>146.1</b>	<b>139.5</b>	<b>139.5</b>	<b>100.0%</b>
<b>Total revenue</b>	<b>374.6</b>	<b>359.2</b>	<b>405.9</b>	<b>430.9</b>	<b>435.0</b>	<b>437.3</b>	<b>470.7</b>	<b>490.7</b>	<b>101.9%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>374.4</b>	<b>326.6</b>	<b>403.2</b>	<b>346.4</b>	<b>421.0</b>	<b>562.8</b>	<b>470.7</b>	<b>490.7</b>	<b>103.4%</b>
Compensation of employees	272.9	258.2	298.6	280.3	321.1	306.8	364.6	378.0	97.3%
Goods and services	97.1	63.9	100.2	60.9	94.8	249.8	100.7	107.3	122.7%
Depreciation	4.4	4.3	4.4	5.1	5.1	6.2	5.3	5.3	108.5%
Interest, dividends and rent on land	-	0.3	-	0.2	-	-	-	-	-
<b>Total expenses</b>	<b>374.4</b>	<b>326.6</b>	<b>403.2</b>	<b>346.4</b>	<b>421.0</b>	<b>562.8</b>	<b>470.7</b>	<b>490.7</b>	<b>103.4%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>32.5</b>	<b>2.7</b>	<b>84.5</b>	<b>14.0</b>	<b>(125.5)</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>8.5</b>	<b>32.4</b>	<b>13.7</b>	<b>61.7</b>	<b>45.4</b>	<b>45.4</b>	<b>(3.1)</b>	<b>81.9</b>	<b>343.0%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>287.5</b>	<b>261.5</b>	<b>271.3</b>	<b>261.6</b>	<b>310.0</b>	<b>310.0</b>	<b>326.4</b>	<b>354.0</b>	<b>99.3%</b>
Sales of goods and services other than capital assets	235.7	244.5	250.2	237.2	300.0	300.0	315.9	331.0	101.0%
<i>Sales by market establishment</i>	235.7	244.5	250.2	237.2	300.0	300.0	315.9	331.0	101.0%
Other tax receipts	51.8	17.0	21.1	24.4	10.0	10.0	10.5	23.0	79.6%
<b>Transfers received</b>	<b>86.4</b>	<b>86.4</b>	<b>128.7</b>	<b>128.7</b>	<b>146.1</b>	<b>146.1</b>	<b>139.5</b>	<b>139.5</b>	<b>100.0%</b>
<b>Total receipts</b>	<b>373.9</b>	<b>347.9</b>	<b>400.1</b>	<b>390.4</b>	<b>456.1</b>	<b>456.1</b>	<b>465.9</b>	<b>493.5</b>	<b>99.5%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>365.5</b>	<b>315.5</b>	<b>386.4</b>	<b>328.6</b>	<b>410.7</b>	<b>410.7</b>	<b>469.0</b>	<b>411.6</b>	<b>89.9%</b>
Compensation of employees	270.8	253.7	294.3	269.9	314.2	314.2	367.4	310.0	92.1%
Goods and services	94.7	61.8	92.1	58.7	96.5	96.5	101.6	101.6	82.8%
<b>Total payments</b>	<b>365.5</b>	<b>315.5</b>	<b>386.4</b>	<b>328.6</b>	<b>410.7</b>	<b>410.7</b>	<b>469.0</b>	<b>411.6</b>	<b>89.9%</b>



**Table 39.98 National Regulator for Compulsory Specifications statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Net cash flow from investing activities</b>	<b>(21.3)</b>	<b>(2.2)</b>	<b>(12.5)</b>	<b>(3.1)</b>	<b>(5.0)</b>	<b>(5.0)</b>	<b>(128.8)</b>	<b>(72.4)</b>	<b>49.4%</b>
Acquisition of property, plant, equipment and intangible assets	(17.8)	(2.2)	(2.0)	(3.1)	(3.0)	(3.0)	(61.8)	(47.4)	65.9%
Acquisition of software and other intangible assets	(3.5)	–	(10.5)	–	(2.0)	(2.0)	(67.0)	(25.0)	32.5%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>(1.0)</b>	<b>–</b>	<b>(1.0)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Repayment of finance leases	–	(1.0)	–	(1.0)	–	–	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(12.8)</b>	<b>29.2</b>	<b>1.2</b>	<b>57.6</b>	<b>40.4</b>	<b>40.4</b>	<b>(131.8)</b>	<b>9.5</b>	
<b>Statement of financial position</b>									
Carrying value of assets	167.7	24.1	181.3	22.1	27.1	27.1	32.6	32.6	25.9%
<i>Acquisition of assets</i>	<i>(17.8)</i>	<i>(2.2)</i>	<i>(2.0)</i>	<i>(3.1)</i>	<i>(3.0)</i>	<i>(3.0)</i>	<i>(61.8)</i>	<i>(47.4)</i>	<i>65.9%</i>
Investments	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	100.0%
Receivables and prepayments	11.7	32.2	12.4	72.7	72.7	72.7	72.7	72.7	147.7%
Cash and cash equivalents	68.7	229.0	42.6	286.6	286.6	286.6	295.6	295.6	158.3%
<b>Total assets</b>	<b>248.4</b>	<b>285.7</b>	<b>236.7</b>	<b>381.8</b>	<b>386.8</b>	<b>386.8</b>	<b>401.3</b>	<b>401.3</b>	<b>114.3%</b>
Accumulated surplus/(deficit)	182.7	183.9	157.2	300.9	305.9	305.9	321.2	321.2	115.0%
Capital and reserves	–	32.5	–	–	–	–	–	–	–
Accrued interest	–	0.8	–	0.9	–	–	–	–	–
Trade and other payables	28.0	17.3	40.0	18.9	18.9	18.9	23.5	23.5	71.2%
Provisions	37.7	50.2	39.5	61.1	62.0	62.0	56.6	56.6	117.4%
Derivatives financial instruments	–	0.9	–	–	–	–	–	–	–
<b>Total equity and liabilities</b>	<b>248.4</b>	<b>285.7</b>	<b>236.7</b>	<b>381.8</b>	<b>386.8</b>	<b>386.8</b>	<b>401.3</b>	<b>401.3</b>	<b>114.3%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.99 National Regulator for Compulsory Specifications statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance									
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)	
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23		
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>351.2</b>	<b>8.8%</b>	<b>71.1%</b>	<b>407.4</b>	<b>427.0</b>	<b>449.2</b>	<b>8.6%</b>	<b>73.3%</b>	
Sale of goods and services other than capital assets	321.1	8.6%	65.5%	354.1	390.7	418.0	9.2%	66.5%	
<i>Sales by market establishment</i>	<i>321.1</i>	<i>8.6%</i>	<i>65.5%</i>	<i>354.1</i>	<i>390.7</i>	<i>418.0</i>	<i>9.2%</i>	<i>66.5%</i>	
Other non-tax revenue	30.0	11.2%	5.6%	53.3	36.3	31.2	1.3%	6.8%	
<b>Transfers received</b>	<b>139.5</b>	<b>17.3%</b>	<b>28.9%</b>	<b>144.2</b>	<b>152.2</b>	<b>157.8</b>	<b>4.2%</b>	<b>26.7%</b>	
<b>Total revenue</b>	<b>490.7</b>	<b>11.0%</b>	<b>100.0%</b>	<b>551.6</b>	<b>579.2</b>	<b>607.0</b>	<b>7.3%</b>	<b>100.0%</b>	
<b>Current expenses</b>	<b>490.7</b>	<b>14.5%</b>	<b>100.0%</b>	<b>551.6</b>	<b>579.2</b>	<b>607.0</b>	<b>7.3%</b>	<b>100.0%</b>	
Compensation of employees	378.0	13.6%	72.9%	412.4	433.0	453.2	6.2%	75.3%	
Goods and services	107.3	18.9%	25.8%	133.3	140.0	147.3	11.1%	23.6%	
Depreciation	5.3	7.7%	1.2%	5.7	5.9	6.2	5.3%	1.0%	
Interest, dividends and rent on land	–	-100.0%	0.0%	0.3	0.3	0.3	–	0.0%	
<b>Total expenses</b>	<b>490.7</b>	<b>14.5%</b>	<b>100.0%</b>	<b>551.6</b>	<b>579.2</b>	<b>607.0</b>	<b>7.3%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>–</b>			<b>–</b>	<b>–</b>	<b>–</b>			
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>81.9</b>	<b>36.2%</b>	<b>202.4%</b>	<b>(26.6)</b>	<b>13.0</b>	<b>15.3</b>	<b>9.4%</b>	<b>208.6%</b>	
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>354.0</b>	<b>10.6%</b>	<b>70.5%</b>	<b>369.7</b>	<b>365.0</b>	<b>374.0</b>	<b>1.8%</b>	<b>71.1%</b>	
Sales of goods and services other than capital assets	331.0	10.6%	66.0%	352.5	360.0	370.0	3.8%	68.7%	
<i>Sales by market establishment</i>	<i>331.0</i>	<i>10.6%</i>	<i>66.0%</i>	<i>352.5</i>	<i>360.0</i>	<i>370.0</i>	<i>3.8%</i>	<i>68.7%</i>	
Other tax receipts	23.0	10.6%	4.5%	17.2	5.0	4.0	-44.2%	2.4%	
<b>Transfers received</b>	<b>139.5</b>	<b>17.3%</b>	<b>29.5%</b>	<b>144.2</b>	<b>152.2</b>	<b>157.8</b>	<b>4.2%</b>	<b>28.9%</b>	
<b>Total receipts</b>	<b>493.5</b>	<b>12.4%</b>	<b>100.0%</b>	<b>513.9</b>	<b>517.2</b>	<b>531.8</b>	<b>2.5%</b>	<b>100.0%</b>	
<b>Current payments</b>	<b>411.6</b>	<b>9.3%</b>	<b>87.1%</b>	<b>540.5</b>	<b>504.2</b>	<b>516.5</b>	<b>7.9%</b>	<b>100.0%</b>	
Compensation of employees	310.0	6.9%	68.7%	419.2	400.0	410.0	9.8%	77.9%	
Goods and services	101.6	18.0%	18.4%	121.0	104.2	106.5	1.6%	22.1%	
Interest and rent on land	–	–	–	0.3	–	–	–	0.0%	
<b>Total payment</b>	<b>411.6</b>	<b>9.3%</b>	<b>100.0%</b>	<b>540.5</b>	<b>504.2</b>	<b>516.5</b>	<b>7.9%</b>	<b>100.0%</b>	

**Table 39.99 National Regulator for Compulsory Specifications statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)
					2019/20	2016/17 - 2019/20	2020/21		
R million									
Net cash flow from investing activities		(72.4)	218.1%	100.0%	(20.5)	(1.0)	(0.6)	-79.5%	100.0%
Acquisition of property, plant, equipment and intangible assets		(47.4)	176.2%	81.4%	(5.5)	(1.0)	(0.6)	-76.4%	73.1%
Acquisition of software and other intangible assets		(25.0)	–	18.6%	(15.0)	–	–	-100.0%	26.9%
Net increase/(decrease) in cash and cash equivalents		9.5	-31.1%	100.0%	(47.1)	12.0	14.7	15.5%	100.0%
<b>Statement of financial position</b>									
Carrying value of assets		32.6	10.6%	7.3%	161.4	193.3	193.3	80.9%	36.8%
Acquisition of assets		(47.4)	176.2%	-3.5%	(5.5)	(1.0)	(0.6)	-76.4%	-3.4%
Investments		0.3	–	0.1%	0.3	0.3	0.3	1.8%	0.1%
Receivables and prepayments		72.7	31.2%	16.8%	65.7	72.8	72.8	0.0%	17.9%
Cash and cash equivalents		295.6	8.9%	75.8%	163.4	129.4	129.4	-24.1%	45.2%
Total assets		401.3	12.0%	100.0%	390.8	395.8	395.8	-0.5%	100.0%
Accumulated surplus/(deficit)		321.2	20.4%	75.6%	325.2	325.3	325.3	0.4%	81.9%
Trade and other payables		23.5	10.8%	5.4%	8.0	12.6	12.6	-18.9%	3.6%
Provisions		56.6	4.1%	15.9%	57.6	58.0	58.0	0.8%	14.5%
Total equity and liabilities		401.3	12.0%	100.0%	390.8	395.8	395.8	-0.5%	100.0%

**Personnel information****Table 39.100 National Regulator for Compulsory Specifications personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number								
		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)							
Number of funded posts	Number of posts on approved establishment	2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23										
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost									
National Regulator for Compulsory Specifications		353	353		305	306.8	1.0	353	378.0	1.1	360	412.4	1.1	360	433.0	1.2	360	453.2	1.3	6.2%	100.0%	
Salary level																						
1 – 6	21	21	1	0.2	0.2	21	2.1	0.1	21	2.3	0.1	21	2.4	0.1	21	2.5	0.1	21	2.5	0.1	5.7%	5.9%
7 – 10	78	78	64	37.7	0.6	78	48.1	0.6	78	51.0	0.7	78	54.0	0.7	78	56.8	0.7	78	56.8	0.7	5.7%	21.8%
11 – 12	56	56	55	48.6	0.9	56	53.2	0.9	56	56.4	1.0	56	59.7	1.1	56	62.8	1.1	56	62.8	1.1	5.7%	15.6%
13 – 16	198	198	185	220.3	1.2	198	274.6	1.4	205	302.6	1.5	205	316.9	1.5	205	331.0	1.6	205	331.0	1.6	6.4%	56.7%

1. Rand million.

**Small Enterprise Finance Agency****Selected performance indicators****Table 39.101 Small Enterprise Finance Agency performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past		Current	Projections			
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Value of finance approved to SMMEs and cooperatives per year	Job creation through supporting SMMEs and cooperatives	Priority 1: Economic transformation and job creation	R827m	R446m	R703m	R1.4bn	R883m	R971m	R903m
Value of finance disbursed to SMMEs and cooperatives per year	Job creation through supporting SMMEs and cooperatives		R1.1bn	R1.3bn	R1.2bn	R1.1bn	R1.3bn	R1bn	R911m
Number of SMMEs and cooperatives financed per year	Job creation through supporting SMMEs and cooperatives		43 211	45 141	72 894	89 996	88 113	96 366	106 931
Number of jobs created per year	Job creation through supporting SMMEs and cooperatives		55 997	54 389	88 590	98 240	93 848	100 308	109 624

**Entity overview**

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

line with priority 1 (economic transformation and job creation) of government's 2019-2024 medium-term strategic framework. Over the medium term, the agency will focus on implementing the ecosystem development for small enterprise programme, and expanding the reach of its small enterprises through the Small Business and Innovation Fund.

Expenditure is expected to increase at an average annual rate of 5.5 per cent, from R699.3 million in 2019/20 to R820.6 million in 2022/23, due to an additional funding for the township and entrepreneurship fund and the enterprise supplier development programme. Similarly, revenue is expected to increase at an average annual rate of 6.6 per cent, from R1.5 billion in 2019/20 to R1.8 billion in 2022/23. Transfers from the department account for 77.2 per cent (R3.9 billion) of the agency's total revenue over the medium term. Remaining revenue is generated by interest on loans and advances to clients, fees on loans, property and rentals.

### Programmes/Objectives/Activities

**Table 39.102 Small Enterprise Finance Agency expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%) 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
Administration	-	-	-	-	-	-	-	-	-	-	-
Job creation through supporting SMMEs and Cooperatives	450.1	506.8	482.0	699.3	15.8%	100.0%	794.9	794.6	820.6	5.5%	100.0%
<b>Total</b>	<b>450.1</b>	<b>506.8</b>	<b>482.0</b>	<b>699.3</b>	<b>15.8%</b>	<b>100.0%</b>	<b>794.9</b>	<b>794.6</b>	<b>820.6</b>	<b>5.5%</b>	<b>100.0%</b>

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

**Table 39.103 Small Enterprise Finance Agency statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Audited outcome		Audited outcome		Audited outcome		Revised estimate		Average: Outcome/ Budget (%) 2016/17 - 2019/20
	Budget	2016/17	Budget	2017/18	Budget	2018/19	Budget estimate	2019/20	
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>214.8</b>	<b>217.3</b>	<b>221.8</b>	<b>210.5</b>	<b>217.4</b>	<b>185.9</b>	<b>199.8</b>	<b>265.3</b>	<b>102.9%</b>
Sale of goods and services other than capital assets	49.4	82.9	55.2	86.4	98.6	69.4	95.0	151.8	130.9%
<i>of which:</i>									
Administrative fees	13.0	-	16.4	-	-	-	-	-	-
Sales by market establishment	36.4	-	38.8	-	-	-	-	-	-
Other sales	-	82.9	-	86.4	98.6	69.4	95.0	151.8	201.7%
Other non-tax revenue	165.3	134.3	166.6	124.1	118.8	116.5	104.8	113.5	87.9%
<b>Transfers received</b>	<b>213.1</b>	<b>213.1</b>	<b>223.8</b>	<b>223.8</b>	<b>228.8</b>	<b>228.8</b>	<b>241.5</b>	<b>1 191.5</b>	<b>204.7%</b>
<b>Total revenue</b>	<b>427.9</b>	<b>454.3</b>	<b>445.6</b>	<b>434.3</b>	<b>446.2</b>	<b>418.3</b>	<b>444.9</b>	<b>1 456.7</b>	<b>156.6%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>479.1</b>	<b>450.1</b>	<b>638.9</b>	<b>505.5</b>	<b>521.1</b>	<b>482.0</b>	<b>445.2</b>	<b>699.3</b>	<b>102.5%</b>
Compensation of employees	193.6	168.3	224.6	178.8	179.8	177.2	211.7	215.9	91.4%
Goods and services	248.4	244.7	376.8	287.7	295.9	259.5	213.1	433.3	108.0%
Depreciation	5.1	5.1	3.1	4.7	4.4	4.1	11.1	7.2	88.8%
Interest, dividends and rent on land	32.0	32.0	34.3	34.3	40.9	41.2	9.3	42.9	129.1%
<b>Total expenses</b>	<b>479.1</b>	<b>450.1</b>	<b>638.9</b>	<b>506.8</b>	<b>522.9</b>	<b>482.0</b>	<b>445.2</b>	<b>699.3</b>	<b>102.5%</b>
<b>Surplus/(Deficit)</b>	<b>(51.2)</b>	<b>4.2</b>	<b>(193.3)</b>	<b>(72.5)</b>	<b>(76.6)</b>	<b>(63.6)</b>	<b>(0.3)</b>	<b>757.4</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>153.8</b>	<b>48.1</b>	<b>50.9</b>	<b>47.5</b>	<b>(96.5)</b>	<b>29.9</b>	<b>(304.2)</b>	<b>951.0</b>	<b>-549.2%</b>
<b>Receipts</b>									
<b>Tax receipts</b>	-	<b>23.9</b>	-	-	-	-	-	-	-
<b>Non-tax receipts</b>	<b>201.6</b>	<b>188.0</b>	<b>210.6</b>	<b>170.0</b>	<b>11.6</b>	<b>103.3</b>	<b>(195.7)</b>	<b>259.6</b>	<b>316.0%</b>
Sales of goods and services other than capital assets	60.5	53.6	55.2	75.5	11.6	36.6	(195.7)	189.5	-519.1%
<i>of which:</i>									
Administrative fees	12.5	-	16.4	-	-	-	-	-	-
Sales by market establishment	48.0	-	38.8	-	-	-	-	-	-
Other sales	-	53.6	-	75.5	11.6	36.6	(195.7)	189.5	-192.9%
Other tax receipts	141.1	134.3	155.4	94.5	-	66.7	-	70.1	123.3%
<b>Transfers received</b>	<b>213.1</b>	<b>213.1</b>	<b>223.8</b>	<b>223.8</b>	<b>228.8</b>	<b>228.8</b>	<b>241.5</b>	<b>1 191.5</b>	<b>204.7%</b>
<b>Total receipts</b>	<b>414.8</b>	<b>425.0</b>	<b>434.4</b>	<b>393.8</b>	<b>240.4</b>	<b>332.1</b>	<b>45.7</b>	<b>1 451.0</b>	<b>229.2%</b>

**Table 39.103 Small Enterprise Finance Agency statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Payment</b>									
<b>Current payments</b>	<b>260.9</b>	<b>376.9</b>	<b>383.5</b>	<b>346.3</b>	<b>337.0</b>	<b>302.2</b>	<b>349.9</b>	<b>500.0</b>	<b>114.6%</b>
Compensation of employees	193.6	168.3	224.6	178.8	179.8	177.2	211.7	215.9	91.4%
Goods and services	35.3	176.6	159.0	167.5	157.1	125.0	138.2	284.1	153.8%
Interest and rent on land	32.0	32.0	–	–	–	–	–	–	100.0%
<b>Total payments</b>	<b>260.9</b>	<b>376.9</b>	<b>383.5</b>	<b>346.3</b>	<b>337.0</b>	<b>302.2</b>	<b>349.9</b>	<b>500.0</b>	<b>114.6%</b>
<b>Net cash flow from advancing activities (Financial Institutions only)</b>	<b>(94.2)</b>	<b>(141.4)</b>	<b>(329.7)</b>	<b>6.4</b>	<b>(9.1)</b>	<b>(61.8)</b>	<b>(8.5)</b>	<b>(818.2)</b>	<b>229.9%</b>
Loan disbursements	(94.2)	(513.6)	(329.7)	(316.7)	(395.4)	(381.4)	(369.5)	(1 055.4)	190.7%
Loan principal repayments	–	372.2	–	323.1	386.3	319.6	361.0	237.1	167.5%
<b>Net cash flow from investing activities</b>	<b>(15.1)</b>	<b>(16.7)</b>	<b>(10.9)</b>	<b>(18.1)</b>	<b>10.7</b>	<b>54.4</b>	<b>27.3</b>	<b>52.9</b>	<b>601.5%</b>
Acquisition of property, plant, equipment and intangible assets	(2.7)	(1.1)	(8.1)	(2.9)	(9.9)	(2.7)	(6.1)	(8.9)	57.8%
Acquisition of software and other intangible assets	(2.1)	(0.4)	(1.2)	(1.0)	(9.8)	(0.0)	(16.5)	(4.3)	19.2%
Proceeds from the sale of property, plant, equipment and intangible assets	–	0.1	–	0.1	1.2	1.7	4.2	0.3	41.1%
Other flows from investing activities	(10.3)	(15.3)	(1.5)	(14.3)	29.3	55.4	45.6	65.7	145.0%
<b>Net cash flow from financing activities</b>	<b>0.0</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>150.0</b>	<b>150.0</b>	<b>(141.5)</b>	<b>(244.0)</b>	<b>-1 098.0%</b>
Borrowing activities	0.0	–	–	–	150.0	150.0	(141.5)	(244.0)	-1 098.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>44.5</b>	<b>(109.9)</b>	<b>(289.7)</b>	<b>35.8</b>	<b>55.1</b>	<b>172.6</b>	<b>(426.8)</b>	<b>(58.3)</b>	
<b>Statement of financial position</b>									
Carrying value of assets	143.0	186.8	23.3	190.9	205.2	193.6	212.5	199.3	131.9%
Acquisition of assets	(2.7)	(1.1)	(8.1)	(2.9)	(9.9)	(2.7)	(6.1)	(8.9)	57.8%
Investments	344.3	964.1	424.0	953.7	1 108.0	926.2	1 128.1	949.4	126.3%
Loans	686.4	689.3	670.9	549.8	541.3	389.4	569.3	992.4	106.2%
Receivables and prepayments	27.0	34.6	20.0	28.6	42.2	33.1	44.2	41.2	103.1%
Cash and cash equivalents	326.7	456.6	126.3	492.4	547.8	665.0	603.8	606.7	138.4%
Non-current assets held for sale	8.7	12.0	203.1	–	–	–	–	–	5.7%
Taxation	1.4	2.7	0.8	1.4	–	4.5	3.3	4.5	241.2%
<b>Total assets</b>	<b>1 537.4</b>	<b>2 346.0</b>	<b>1 468.2</b>	<b>2 216.9</b>	<b>2 444.5</b>	<b>2 211.8</b>	<b>2 561.2</b>	<b>2 793.4</b>	<b>119.4%</b>
Accumulated surplus/(deficit)	(495.5)	85.3	(650.7)	(293.4)	(635.4)	(708.9)	(586.4)	(1 061.5)	83.5%
Capital and reserves	1 239.4	1 319.6	1 168.7	1 529.5	2 532.0	1 862.6	2 533.7	2 810.0	100.6%
Capital reserve fund	308.3	308.3	308.3	308.3	308.3	308.3	308.3	308.3	100.0%
Borrowings	399.6	461.3	495.7	495.7	74.6	582.6	134.7	625.5	196.0%
Trade and other payables	19.6	96.9	51.0	74.2	46.7	54.7	62.9	58.2	157.6%
Taxation	–	–	–	–	0.4	–	–	–	–
Provisions	47.1	8.8	75.6	25.8	25.8	19.3	14.4	20.2	45.4%
Managed funds (e.g. poverty alleviation fund)	18.9	65.8	19.7	65.8	74.0	71.6	74.0	14.7	116.8%
Derivatives financial instruments	–	–	–	11.0	18.1	21.6	19.6	17.9	134.1%
<b>Total equity and liabilities</b>	<b>1 537.4</b>	<b>2 346.0</b>	<b>1 468.2</b>	<b>2 216.9</b>	<b>2 444.5</b>	<b>2 211.8</b>	<b>2 561.2</b>	<b>2 793.4</b>	<b>119.4%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.104 Small Enterprise Finance Agency statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance									
R million	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)	
	2019/20	2016/17 - 2019/20		2020/21	2021/22	2022/23	2019/20 - 2022/23		
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>265.3</b>	<b>6.9%</b>	<b>39.7%</b>	<b>346.3</b>	<b>411.3</b>	<b>492.8</b>	<b>22.9%</b>	<b>22.8%</b>	
Sale of goods and services other than capital assets	151.8	22.3%	16.3%	169.8	187.2	186.5	7.1%	10.6%	
Other sales	151.8	22.3%	16.3%	169.8	187.2	186.5	7.1%	10.6%	
Other non-tax revenue	113.5	-5.5%	23.4%	176.5	224.1	306.3	39.2%	12.2%	
<b>Transfers received</b>	<b>1 191.5</b>	<b>77.5%</b>	<b>58.7%</b>	<b>1 346.9</b>	<b>1 260.5</b>	<b>1 270.2</b>	<b>2.2%</b>	<b>77.2%</b>	
<b>Total revenue</b>	<b>1 456.7</b>	<b>47.5%</b>	<b>100.0%</b>	<b>1 693.3</b>	<b>1 671.8</b>	<b>1 763.0</b>	<b>6.6%</b>	<b>100.0%</b>	
<b>Current expenses</b>	<b>699.3</b>	<b>15.8%</b>	<b>99.9%</b>	<b>794.9</b>	<b>794.6</b>	<b>820.6</b>	<b>5.5%</b>	<b>100.0%</b>	
Compensation of employees	215.9	8.7%	35.1%	269.5	263.5	257.5	6.0%	32.3%	
Goods and services	433.3	21.0%	56.7%	468.3	456.0	475.1	3.1%	59.0%	
Depreciation	7.2	11.9%	1.0%	4.7	6.1	7.3	0.8%	0.8%	
Interest, dividends and rent on land	42.9	10.4%	7.1%	52.4	69.0	80.7	23.4%	7.8%	
<b>Total expenses</b>	<b>699.3</b>	<b>15.8%</b>	<b>100.0%</b>	<b>794.9</b>	<b>794.6</b>	<b>820.6</b>	<b>5.5%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>757.4</b>			<b>898.3</b>	<b>877.2</b>	<b>942.3</b>			

**Table 39.104 Small Enterprise Finance Agency statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
					2019/20	2020/21	2021/22		
R million									
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>									
<b>Receipts</b>									
<b>Non-tax receipts</b>									
Sales of goods and services other than capital assets									
<i>Other sales</i>									
Other tax receipts									
<b>Transfers received</b>									
<b>Total receipts</b>									
<b>Current payments</b>									
Compensation of employees									
Goods and services									
<b>Total payment</b>									
<b>Net cash flow from advancing activities (Financial Institutions only)</b>									
Loan disbursements									
Loan principal repayments									
<b>Net cash flow from investing activities</b>									
Acquisition of property, plant, equipment and intangible assets									
Acquisition of software and other intangible assets									
Proceeds from the sale of property, plant, equipment and intangible assets									
Other flows from investing activities									
<b>Net cash flow from financing activities</b>									
Borrowing Activities									
<b>Net increase/(decrease) in cash and cash equivalents</b>									
<b>Statement of financial position</b>									
Carrying value of assets									
<i>Acquisition of assets</i>									
Investments									
Loans									
Receivables and prepayments									
Cash and cash equivalents									
Taxation									
<b>Total assets</b>									
Accumulated surplus/(deficit)									
Capital and reserves									
Capital reserve fund									
Borrowings									
Trade and other payables									
Provisions									
Managed funds (e.g. poverty alleviation fund)									
Derivatives financial instruments									
<b>Total equity and liabilities</b>									

**Personnel information****Table 39.105 Small Enterprise Finance Agency personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
		Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
Number of funded posts	Number of posts on approved establishment	2018/19		2019/20		2020/21			2021/22			2022/23			2019/20 - 2022/23				
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
<b>Small Enterprise Finance Agency</b>																			
<b>Salary level</b>	<b>262</b>	<b>282</b>	<b>235</b>	<b>177.2</b>	<b>0.8</b>	<b>282</b>	<b>215.9</b>	<b>0.8</b>	<b>271</b>	<b>269.5</b>	<b>1.0</b>	<b>265</b>	<b>263.5</b>	<b>1.0</b>	<b>265</b>	<b>257.5</b>	<b>1.0</b>	<b>6.0%</b>	<b>100.0%</b>
1 – 6	30	30	32	6.6	0.2	30	7.0	0.2	24	5.8	0.2	21	5.7	0.3	21	4.5	0.2	-14.2%	8.8%
7 – 10	115	125	108	57.9	0.5	125	65.7	0.5	118	75.0	0.6	115	73.9	0.6	115	72.7	0.6	3.4%	43.7%
11 – 12	69	74	53	51.0	1.0	74	69.1	0.9	74	86.3	1.2	74	84.8	1.1	74	83.4	1.1	6.5%	27.3%
13 – 16	48	50	41	60.0	1.5	50	67.4	1.3	52	90.7	1.7	52	87.5	1.7	52	85.3	1.6	8.2%	19.0%
17 – 22	–	3	1	1.8	1.8	3	6.7	2.2	3	11.6	3.9	3	11.6	3.9	3	11.7	3.9	20.3%	1.1%

1. Rand million.

## South African Bureau of Standards

### Selected performance indicators

**Table 39.106 South African Bureau of Standards performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Revenue from conformity assessment services per year	Conformity assessment	Priority 6: A capable, ethical and developmental state	R500.9m	R516m	R473.6m	R614m	R591.3m	R649.4m	R736.2m
Percentage of deliverables completed as per government's industrial strategy per year	Conformity assessment		- <sup>1</sup>	- <sup>1</sup>	- <sup>1</sup>	80	80	80	80
Average number of days to publish a standard per year	Development of South African national standards		- <sup>1</sup>	421	497	400	380	360	360

1. No historical data available.

### Entity overview

The South African Bureau of Standards was established as a statutory body in terms of the Standards Act (2008) and is part of South Africa's standardisation, quality assurance, accreditation and metrology technical infrastructure institutions. The bureau is mandated to: develop, promote and maintain South African national standards; render conformity assessment services; and promote the quality of commodities, products and services. The bureau's overarching objective is to protect the integrity of the South African market, protect consumers, create a competitive advantage, and facilitate access by South Africans to local and international markets.

Over the medium term, the bureau will focus on implementing a turnaround strategy that intends to achieve integrated operational excellence and improve the quality of its services. The bureau also plans to review and, where appropriate, digitise key processes and practices to enable industrialisation and faster turnaround times. The turnaround strategy will inform and drive the plan to revitalise the testing operations and facilities in key targeted sectors to address the challenges of inadequate investment in testing infrastructure that has resulted in a significant loss of capacity and capabilities.

Expenditure is expected to increase at an average annual rate of 2.2 per cent, from R991.3 million in 2019/20 to R1.1 billion in 2022/23. Spending on compensation of employees accounts for 64.3 per cent (R2 billion) of the bureau's total expenditure over the medium term. Revenue is expected to increase at an average annual rate of 1 per cent, from R1.1 billion in 2019/20 to R1.13 billion in 2022/23. The bureau derives 65.6 per cent (R2.1 billion) of its revenue over the MTEF period from fees for certification, testing, the sale of publications, other income, consulting services, and training services. Remaining revenue is derived from transfers from the department.

### Programmes/Objectives/Activities

**Table 39.107 SA Bureau of Standards 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 (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
Administration	-	-	-	-	-	-	-	-	-	-	-
Conformity assessment	624.6	714.3	652.8	763.3	6.9%	77.1%	743.8	785.4	815.5	2.2%	77.0%
Development of South African national standards	186.7	207.3	195.0	228.0	6.9%	22.9%	222.2	234.6	243.6	2.2%	23.0%
<b>Total</b>	<b>811.3</b>	<b>921.6</b>	<b>847.8</b>	<b>991.3</b>	<b>6.9%</b>	<b>100.0%</b>	<b>966.0</b>	<b>1 020.0</b>	<b>1 059.0</b>	<b>2.2%</b>	<b>100.0%</b>

**Statements of historical financial performance, cash flow and financial position****Table 39.108 SA Bureau of Standards statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>575.7</b>	<b>575.7</b>	<b>647.3</b>	<b>598.9</b>	<b>607.6</b>	<b>602.2</b>	<b>660.6</b>	<b>668.3</b>	<b>98.1%</b>
Sale of goods and services other than capital assets	500.9	500.9	563.3	514.4	560.4	501.3	615.5	554.6	92.5%
<i>of which:</i>									
<i>Sales by market establishment</i>	500.9	500.9	563.3	514.4	560.4	501.3	615.5	554.6	92.5%
Other non-tax revenue	74.8	74.8	84.0	84.5	47.2	100.9	45.1	113.7	148.9%
<b>Transfers received</b>	<b>191.2</b>	<b>191.2</b>	<b>250.7</b>	<b>252.1</b>	<b>243.1</b>	<b>241.2</b>	<b>334.1</b>	<b>431.8</b>	<b>109.5%</b>
<b>Total revenue</b>	<b>767.0</b>	<b>767.0</b>	<b>897.9</b>	<b>850.9</b>	<b>850.7</b>	<b>843.4</b>	<b>994.7</b>	<b>1 100.1</b>	<b>101.5%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>811.3</b>	<b>811.3</b>	<b>897.9</b>	<b>901.3</b>	<b>867.4</b>	<b>847.8</b>	<b>994.7</b>	<b>991.3</b>	<b>99.5%</b>
Compensation of employees	525.4	525.4	581.6	551.6	565.1	553.8	645.5	629.7	97.5%
Goods and services	251.1	251.1	265.6	294.1	253.3	250.1	298.3	308.2	103.3%
Depreciation	34.8	34.8	50.7	55.6	49.0	43.9	50.9	53.4	101.2%
Interest, dividends and rent on land	0.0	0.0	–	0.1	–	–	–	–	348.8%
<b>Total expenses</b>	<b>811.3</b>	<b>811.3</b>	<b>897.9</b>	<b>921.6</b>	<b>867.4</b>	<b>847.8</b>	<b>994.7</b>	<b>991.3</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(44.4)</b>	<b>(44.4)</b>	<b>–</b>	<b>(70.7)</b>	<b>(16.7)</b>	<b>(4.4)</b>	<b>–</b>	<b>108.8</b>	
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>(40.5)</b>	<b>(6.9)</b>	<b>68.3</b>	<b>49.1</b>	<b>134.4</b>	<b>(36.7)</b>	<b>118.5</b>	<b>257.1</b>	<b>93.6%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>568.7</b>	<b>568.7</b>	<b>610.5</b>	<b>571.7</b>	<b>572.3</b>	<b>585.2</b>	<b>648.9</b>	<b>720.6</b>	<b>101.9%</b>
Sales of goods and services other than capital assets	538.5	538.5	573.0	537.3	553.4	549.3	634.7	685.9	100.5%
<i>Sales by market establishment</i>	538.5	538.5	563.3	537.3	553.4	549.3	634.7	685.9	100.9%
<i>Other sales</i>	–	–	9.7	–	–	–	–	–	–
Other tax receipts	30.2	30.2	37.6	34.4	19.0	35.8	14.3	34.7	133.8%
<b>Transfers received</b>	<b>183.2</b>	<b>183.2</b>	<b>285.5</b>	<b>243.2</b>	<b>375.9</b>	<b>232.5</b>	<b>420.4</b>	<b>420.4</b>	<b>85.3%</b>
<b>Total receipts</b>	<b>751.9</b>	<b>751.9</b>	<b>896.0</b>	<b>814.8</b>	<b>948.2</b>	<b>817.6</b>	<b>1 069.3</b>	<b>1 140.9</b>	<b>96.2%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>792.4</b>	<b>758.8</b>	<b>827.7</b>	<b>765.7</b>	<b>813.9</b>	<b>854.3</b>	<b>950.8</b>	<b>883.9</b>	<b>96.4%</b>
Compensation of employees	543.6	525.4	581.6	551.6	565.1	516.4	645.5	586.8	93.3%
Goods and services	248.8	233.4	246.1	214.0	248.7	337.9	305.3	297.1	103.2%
Interest and rent on land	–	0.0	–	0.1	–	0.0	–	–	–
<b>Total payments</b>	<b>792.4</b>	<b>758.8</b>	<b>827.7</b>	<b>765.7</b>	<b>813.9</b>	<b>854.3</b>	<b>950.8</b>	<b>883.9</b>	<b>96.4%</b>
<b>Net cash flow from investing activities</b>	<b>(23.2)</b>	<b>(64.0)</b>	<b>(29.5)</b>	<b>(15.1)</b>	<b>276.5</b>	<b>169.8</b>	<b>(307.1)</b>	<b>38.3</b>	<b>-155.0%</b>
Acquisition of property, plant, equipment and intangible assets	(75.0)	(42.5)	(64.5)	(18.9)	(154.0)	(24.7)	(307.1)	(257.0)	57.1%
Acquisition of software and other intangible assets	–	(0.3)	–	(6.0)	–	–	–	–	–
Proceeds from the sale of property, plant, equipment and intangible assets	–	0.0	–	0.1	–	0.1	–	–	–
Other flows from investing activities	51.8	(21.2)	35.0	9.7	430.5	194.4	–	295.3	92.4%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(63.7)</b>	<b>(70.8)</b>	<b>38.8</b>	<b>34.1</b>	<b>410.9</b>	<b>133.2</b>	<b>(188.5)</b>	<b>295.4</b>	
<b>Statement of financial position</b>									
Carrying value of assets	409.1	734.2	750.0	751.0	827.3	720.5	1 017.6	925.7	104.2%
<i>Acquisition of assets</i>	<i>(75.0)</i>	<i>(42.5)</i>	<i>(64.5)</i>	<i>(18.9)</i>	<i>(154.0)</i>	<i>(24.7)</i>	<i>(307.1)</i>	<i>(257.0)</i>	<i>57.1%</i>
Investments	365.9	427.3	413.1	430.5	–	312.6	–	107.7	164.1%
Inventory	1.7	1.6	1.7	2.7	3.2	3.1	3.4	3.3	108.4%
Receivables and prepayments	124.9	147.2	154.5	150.6	173.8	200.7	182.5	210.7	111.5%
Cash and cash equivalents	103.6	91.9	130.7	126.0	642.2	259.2	501.8	329.4	58.5%
Taxation	20.4	19.8	19.8	–	–	–	–	–	49.3%
<b>Total assets</b>	<b>1 025.5</b>	<b>1 422.1</b>	<b>1 469.9</b>	<b>1 460.8</b>	<b>1 646.4</b>	<b>1 496.0</b>	<b>1 705.3</b>	<b>1 576.8</b>	<b>101.9%</b>
Accumulated surplus/(deficit)	407.9	819.1	509.9	800.4	853.2	811.3	853.3	759.2	121.6%
Capital and reserves	87.7	56.2	82.3	67.3	71.8	73.1	73.8	75.1	86.1%
Capital reserve fund	256.6	–	309.1	–	–	–	–	–	–
Deferred income	–	281.5	–	273.4	382.4	346.7	399.0	437.2	171.3%
Trade and other payables	151.1	93.7	177.8	160.3	188.2	160.0	223.2	192.2	81.9%
Taxation	–	3.7	4.3	3.9	13.0	1.6	16.8	–	26.9%
Provisions	105.5	157.7	367.1	145.3	127.5	93.0	128.2	102.4	68.4%
Derivatives financial instruments	16.8	10.2	19.3	10.1	10.3	10.3	10.9	10.7	72.2%
<b>Total equity and liabilities</b>	<b>1 025.5</b>	<b>1 422.1</b>	<b>1 469.9</b>	<b>1 460.8</b>	<b>1 646.4</b>	<b>1 496.0</b>	<b>1 705.3</b>	<b>1 576.8</b>	<b>101.9%</b>

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

**Table 39.109 SA Bureau of Standards statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Revised estimate	2019/20			2020/21	2021/22	2022/23		
R million								
<b>Revenue</b>								
<b>Non-tax revenue</b>	<b>668.3</b>	<b>5.1%</b>	<b>69.4%</b>	<b>637.0</b>	<b>709.3</b>	<b>773.9</b>	<b>5.0%</b>	<b>65.6%</b>
Sale of goods and services other than capital assets	554.6	3.5%	58.9%	562.7	621.6	682.7	7.2%	57.0%
<i>Sales by market establishment</i>	554.6	3.5%	58.9%	562.7	621.6	682.7	7.2%	57.0%
Other non-tax revenue	113.7	15.0%	10.5%	74.3	87.7	91.3	-7.1%	8.6%
<b>Transfers received</b>	<b>431.8</b>	<b>31.2%</b>	<b>30.6%</b>	<b>328.6</b>	<b>345.9</b>	<b>358.5</b>	<b>-6.0%</b>	<b>34.4%</b>
<b>Total revenue</b>	<b>1 100.1</b>	<b>12.8%</b>	<b>100.0%</b>	<b>965.6</b>	<b>1 055.2</b>	<b>1 132.4</b>	<b>1.0%</b>	<b>100.0%</b>
<b>Current expenses</b>	<b>991.3</b>	<b>6.9%</b>	<b>99.4%</b>	<b>966.0</b>	<b>1 020.0</b>	<b>1 059.0</b>	<b>2.2%</b>	<b>100.0%</b>
Compensation of employees	629.7	6.2%	63.4%	624.5	661.1	681.8	2.7%	64.3%
Goods and services	308.2	7.1%	30.9%	291.7	306.5	322.2	1.5%	30.4%
Depreciation	53.4	15.3%	5.2%	49.8	52.4	55.0	1.0%	5.2%
<b>Total expenses</b>	<b>991.3</b>	<b>6.9%</b>	<b>100.0%</b>	<b>966.0</b>	<b>1 020.0</b>	<b>1 059.0</b>	<b>2.2%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>108.8</b>			<b>(0.4)</b>	<b>35.2</b>	<b>73.4</b>		
<b>Cash flow statement</b>								
<b>Cash flow from operating activities</b>	<b>257.1</b>	<b>-434.3%</b>	<b>202.6%</b>	<b>48.9</b>	<b>238.3</b>	<b>249.3</b>	<b>13.8%</b>	<b>187.0%</b>
<b>Receipts</b>								
<b>Non-tax receipts</b>	<b>720.6</b>	<b>8.2%</b>	<b>70.1%</b>	<b>662.7</b>	<b>723.0</b>	<b>812.3</b>	<b>4.1%</b>	<b>63.7%</b>
Sales of goods and services other than capital assets	685.9	8.4%	66.2%	643.6	702.9	791.2	4.9%	61.6%
<i>Sales by market establishment</i>	685.9	8.4%	66.2%	643.6	702.9	791.2	4.9%	61.6%
Other tax receipts	34.7	4.7%	3.9%	19.1	20.0	21.0	-15.4%	2.1%
<b>Transfers received</b>	<b>420.4</b>	<b>31.9%</b>	<b>29.9%</b>	<b>319.4</b>	<b>336.3</b>	<b>348.4</b>	<b>-6.1%</b>	<b>31.2%</b>
<b>Total receipts</b>	<b>1 140.9</b>	<b>14.9%</b>	<b>100.0%</b>	<b>982.1</b>	<b>1 209.3</b>	<b>1 260.6</b>	<b>3.4%</b>	<b>100.0%</b>
<b>Current payments</b>	<b>883.9</b>	<b>5.2%</b>	<b>91.6%</b>	<b>933.2</b>	<b>970.9</b>	<b>1 011.3</b>	<b>4.6%</b>	<b>100.0%</b>
Compensation of employees	586.8	3.7%	61.2%	616.7	648.1	681.2	5.1%	66.6%
Goods and services	297.1	8.4%	30.5%	316.5	322.8	330.1	3.6%	33.4%
<b>Total payment</b>	<b>883.9</b>	<b>5.2%</b>	<b>100.0%</b>	<b>933.2</b>	<b>970.9</b>	<b>1 011.3</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>38.3</b>	<b>-184.3%</b>	<b>100.0%</b>	<b>(242.2)</b>	<b>(259.1)</b>	<b>(189.1)</b>	<b>-270.3%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(257.0)	82.2%	-123.5%	(240.0)	(256.9)	(186.9)	-10.1%	-93.5%
Other flows from investing activities	295.3	-340.5%	213.7%	(2.2)	(2.2)	(2.2)	-119.7%	193.5%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>295.4</b>	<b>-261.0%</b>	<b>100.0%</b>	<b>(193.3)</b>	<b>(20.7)</b>	<b>60.2</b>	<b>-41.1%</b>	<b>100.0%</b>
<b>Statement of financial position</b>								
Carrying value of assets	925.7	8.0%	52.5%	1 115.8	1 320.4	1 452.2	16.2%	70.3%
<i>Acquisition of assets</i>	(257.0)	82.2%	-5.6%	(240.0)	(256.9)	(186.9)	-10.1%	-14.0%
Investments	107.7	-36.8%	21.8%	109.9	112.1	114.3	2.0%	6.6%
Inventory	3.3	26.4%	0.2%	3.5	3.7	3.9	6.0%	0.2%
Receivables and prepayments	210.7	12.7%	11.9%	221.2	227.9	230.1	3.0%	13.1%
Cash and cash equivalents	329.4	53.0%	13.3%	136.1	79.3	95.9	-33.7%	9.8%
<b>Total assets</b>	<b>1 576.8</b>	<b>3.5%</b>	<b>100.0%</b>	<b>1 586.5</b>	<b>1 743.4</b>	<b>1 896.6</b>	<b>6.3%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	759.2	-2.5%	53.7%	740.6	712.8	727.2	-1.4%	43.5%
Capital and reserves	75.1	10.2%	4.6%	73.6	72.1	70.6	-2.0%	4.3%
Deferred income	437.2	15.8%	22.4%	425.8	516.6	557.0	8.4%	28.4%
Trade and other payables	192.2	27.1%	10.1%	230.6	322.9	419.7	29.7%	16.8%
Provisions	102.4	-13.4%	8.4%	104.7	107.0	109.5	2.2%	6.3%
Derivatives financial instruments	10.7	1.5%	0.7%	11.2	11.9	12.5	5.4%	0.7%
<b>Total equity and liabilities</b>	<b>1 576.8</b>	<b>3.5%</b>	<b>100.0%</b>	<b>1 586.5</b>	<b>1 743.4</b>	<b>1 896.6</b>	<b>6.3%</b>	<b>100.0%</b>



## Personnel information

Table 39.110 SA Bureau of Standards personnel numbers and cost by salary level

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		2018/19		Unit cost	2019/20		Unit cost	2020/21		2021/22		2022/23				2019/20 - 2022/23			
SA Bureau of Standards		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	985	985	985	553.8	0.6	985	629.7	0.6	985	624.5	0.6	985	661.1	0.7	985	681.8	0.7	2.7%	100.0%
1 – 6	257	257	257	60.7	0.2	257	69.1	0.3	257	68.8	0.3	257	73.0	0.3	257	75.5	0.3	3.0%	26.1%
7 – 10	430	430	430	215.3	0.5	430	245.0	0.6	430	243.4	0.6	430	258.2	0.6	430	266.7	0.6	2.9%	43.7%
11 – 12	296	296	296	260.4	0.9	296	295.4	1.0	296	293.1	1.0	296	310.3	1.0	296	320.2	1.1	2.7%	30.1%
13 – 16	2	2	2	9.3	4.7	2	10.8	5.4	2	10.3	5.2	2	10.6	5.3	2	10.6	5.3	-0.6%	0.2%
17 – 22	–	–	–	8.1	–	–	9.4	–	–	8.9	–	–	9.0	–	–	8.8	–	-2.2%	–

1. Rand million.

## South African National Accreditation System

### Selected performance indicators

Table 39.111 South African National Accreditation System performance indicators by programme/objective/activity and related priority

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of registrations of previously disadvantaged assessors per year	Provision of accreditation services	Priority 6: A capable, ethical and developmental state	220	270	291	310	330	350	370
Number of accredited organisations in the fields of testing, inspection, calibration, certification bodies and other conformity assessment services per year	Provision of accreditation services	Priority 7: A better Africa and world	1 529	1 623	1 698	1 725	1 858	1 950	2 008

1. No historical data available.

### Entity overview

The South African National Accreditation System was established in terms of the Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act (2006). It is responsible for accrediting calibration, testing and verification laboratories, certification bodies, inspection bodies and ratings agencies. Its work contributes to industrial development, the protection of health and the environment, and the improvement of safety standards. Over the medium term, the entity intends to focus on increasing the provision of accreditation services and improving the quality of its own services.

Expenditure is expected to increase at an average annual rate of 7.4 per cent, from R112.8 million in 2019/20 to R140 million in 2022/23. Spending on compensation accounts for 50 per cent (R196.7 million) of the entity's total budget over the medium term, while spending on goods and services accounts for 46.9 per cent (R185.4 million) of total expenditure. Revenue is expected to increase at an average annual rate of 7.2 per cent, from R113.8 million in 2019/20 to R140 million in 2022/23. The entity generates 73.6 per cent (R294.3 million) of its revenue over the MTEF period from fees collected from accredited facilities, new applications, and commercial training courses provided by the knowledge transfer unit. Remaining revenue is derived from transfers from the department.

## Programmes/Objectives/Activities

**Table 39.112 South African National Accreditation System 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 (%)	
	2016/17	2017/18	2018/19	2019/20		2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2019/20	2022/23				
Administration	32.4	33.7	39.0	40.8	8.0%	37.2%	47.9	51.0	54.4	10.0%	38.0%						
Provision of accreditation services	45.7	49.6	50.8	57.2	7.8%	51.9%	59.4	63.1	67.4	5.6%	48.5%						
New programme development projects and related activities	3.1	2.6	4.9	4.8	16.1%	3.9%	6.8	7.5	7.0	13.1%	5.1%						
Marketing/Corporate services	3.4	5.3	9.8	10.0	43.7%	7.0%	10.6	11.1	11.2	4.0%	8.4%						
<b>Total</b>	<b>84.6</b>	<b>91.2</b>	<b>104.5</b>	<b>112.8</b>	<b>10.1%</b>	<b>100.0%</b>	<b>124.6</b>	<b>132.7</b>	<b>140.0</b>	<b>7.4%</b>	<b>100.0%</b>						

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

**Table 39.113 South African National Accreditation System statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
R million	Audited outcome		Audited outcome		Audited outcome		Revised estimate		Average: Outcome/ Budget (%)
	Budget	2016/17	Budget	2017/18	Budget	2018/19	Budget estimate	2019/20	
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>68.7</b>	<b>66.1</b>	<b>69.8</b>	<b>74.3</b>	<b>72.7</b>	<b>72.7</b>	<b>82.1</b>	<b>82.1</b>	<b>100.7%</b>
Sale of goods and services other than capital assets	46.6	60.1	55.4	67.2	60.3	60.3	71.7	71.7	110.9%
<i>of which:</i>									
Administrative fees	46.6	60.1	55.4	67.2	60.3	60.3	71.7	71.7	110.9%
Other non-tax revenue	22.1	6.1	14.4	7.1	12.4	12.4	10.4	10.4	60.6%
<b>Transfers received</b>	<b>22.2</b>	<b>22.2</b>	<b>30.3</b>	<b>30.3</b>	<b>31.8</b>	<b>31.8</b>	<b>31.7</b>	<b>31.7</b>	<b>100.0%</b>
<b>Total revenue</b>	<b>90.9</b>	<b>88.3</b>	<b>100.1</b>	<b>104.6</b>	<b>104.5</b>	<b>104.5</b>	<b>113.8</b>	<b>113.8</b>	<b>100.5%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>90.3</b>	<b>84.6</b>	<b>99.5</b>	<b>90.6</b>	<b>103.9</b>	<b>103.9</b>	<b>112.8</b>	<b>112.8</b>	<b>96.4%</b>
Compensation of employees	46.3	46.1	49.5	50.1	53.1	53.1	58.2	58.2	100.2%
Goods and services	42.8	37.7	49.2	39.2	49.9	49.9	53.7	53.7	92.2%
Depreciation	1.2	0.8	0.7	1.4	0.9	0.9	1.0	1.0	104.7%
<b>Transfers and subsidies</b>	<b>0.6</b>	<b>-</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>-</b>	<b>-</b>	<b>68.6%</b>
<b>Total expenses</b>	<b>90.9</b>	<b>84.6</b>	<b>100.1</b>	<b>91.2</b>	<b>104.5</b>	<b>104.5</b>	<b>112.8</b>	<b>112.8</b>	<b>96.3%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>3.8</b>	<b>-</b>	<b>13.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>(14.4)</b>	<b>6.0</b>	<b>0.5</b>	<b>10.6</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>4.3</b>	<b>4.3</b>	<b>-215.9%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>53.4</b>	<b>65.6</b>	<b>62.9</b>	<b>74.3</b>	<b>72.7</b>	<b>72.7</b>	<b>82.1</b>	<b>82.1</b>	<b>108.7%</b>
Sales of goods and services other than capital assets	46.6	50.9	55.4	58.3	60.3	60.3	71.7	71.7	103.1%
Administrative fees	46.6	50.9	55.4	58.3	60.3	60.3	71.7	71.7	103.1%
Other tax receipts	6.8	14.7	7.6	16.0	12.4	12.4	10.4	10.4	143.8%
<b>Transfers received</b>	<b>22.2</b>	<b>22.2</b>	<b>30.3</b>	<b>30.3</b>	<b>31.0</b>	<b>31.0</b>	<b>31.7</b>	<b>31.7</b>	<b>100.0%</b>
<b>Total receipts</b>	<b>75.6</b>	<b>87.8</b>	<b>93.3</b>	<b>104.6</b>	<b>103.7</b>	<b>103.7</b>	<b>113.8</b>	<b>113.8</b>	<b>106.1%</b>
<b>Payment</b>									
<b>Current payments</b>	<b>89.4</b>	<b>81.8</b>	<b>92.1</b>	<b>94.1</b>	<b>103.2</b>	<b>103.2</b>	<b>108.8</b>	<b>108.8</b>	<b>98.6%</b>
Compensation of employees	43.6	42.4	49.8	46.2	53.1	53.1	56.6	56.6	97.6%
Goods and services	45.8	39.5	42.3	47.9	50.1	50.1	52.2	52.2	99.6%
<b>Transfers and subsidies</b>	<b>0.6</b>	<b>-</b>	<b>0.6</b>	<b>-</b>	<b>0.6</b>	<b>0.6</b>	<b>0.7</b>	<b>0.7</b>	<b>52.8%</b>
<b>Total payments</b>	<b>90.0</b>	<b>81.8</b>	<b>92.7</b>	<b>94.1</b>	<b>103.8</b>	<b>103.8</b>	<b>109.4</b>	<b>109.4</b>	<b>98.3%</b>
<b>Net cash flow from investing activities</b>	<b>(67.7)</b>	<b>(0.5)</b>	<b>(1.3)</b>	<b>(1.9)</b>	<b>(74.6)</b>	<b>(74.6)</b>	<b>(2.3)</b>	<b>(2.3)</b>	<b>54.3%</b>
Acquisition of property, plant, equipment and intangible assets	(66.7)	(0.3)	(0.2)	(1.6)	(73.3)	(73.3)	(0.3)	(0.3)	53.7%
Acquisition of software and other intangible assets	(1.0)	(0.2)	(1.1)	(0.3)	(1.3)	(1.3)	(2.0)	(2.0)	71.0%
<b>Net cash flow from financing activities</b>	<b>-</b>	<b>(2.2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Repayment of finance leases	-	(2.2)	-	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(82.1)</b>	<b>3.3</b>	<b>(0.8)</b>	<b>8.7</b>	<b>(74.7)</b>	<b>(74.7)</b>	<b>2.1</b>	<b>2.1</b>	<b>-</b>
<b>Statement of financial position</b>									
Carrying value of assets	71.3	4.5	4.8	5.4	78.5	78.5	81.5	81.5	72.0%
Acquisition of assets	(66.7)	(0.3)	(0.2)	(1.6)	(73.3)	(73.3)	(0.3)	(0.3)	53.7%
Receivables and prepayments	1.2	1.4	1.3	10.5	1.2	1.2	1.2	1.2	292.5%
Cash and cash equivalents	12.8	98.2	97.4	106.9	22.7	22.7	20.3	20.3	161.9%
<b>Total assets</b>	<b>85.3</b>	<b>104.1</b>	<b>103.5</b>	<b>122.8</b>	<b>102.4</b>	<b>102.4</b>	<b>103.0</b>	<b>103.0</b>	<b>109.7%</b>

**Table 39.113 South African National Accreditation System statements of historical financial performance, cash flow and financial position**

Statement of financial position	Audited outcome		Audited outcome		Audited outcome		Budget Revised estimate estimate		Average: Outcome/Budget (%)
	Budget		Budget		Budget		Budget		
	2016/17	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20	2016/17 - 2019/20	
R million									
Accumulated surplus/(deficit)	64.7	75.8	90.8	89.1	91.3	91.3	91.6	91.6	102.8%
Capital and reserves	-	8.1	-	8.1	-	-	-	-	-
Deferred income	8.0	8.6	8.8	8.0	9.1	9.1	9.3	9.3	99.4%
Trade and other payables	11.1	9.6	2.0	15.4	-	-	-	-	190.7%
Provisions	1.5	2.1	2.0	2.2	2.0	2.0	2.1	2.1	111.2%
<b>Total equity and liabilities</b>	<b>85.3</b>	<b>104.1</b>	<b>103.5</b>	<b>122.8</b>	<b>102.4</b>	<b>102.4</b>	<b>103.0</b>	<b>103.0</b>	<b>109.7%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 39.114 South African National Accreditation System statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)		
				2019/20	2016/17 - 2019/20	2020/21			2021/22	2022/23
				2019/20	2019/20 - 2022/23	2019/20			2021/22	2022/23
R million										
<b>Revenue</b>										
<b>Non-tax revenue</b>	<b>82.1</b>	<b>7.5%</b>	<b>71.9%</b>	<b>91.9</b>	<b>98.2</b>	<b>104.2</b>	<b>8.3%</b>	<b>73.6%</b>		
Sale of goods and services other than capital assets	71.7	6.1%	63.2%	79.6	85.2	91.1	8.3%	64.0%		
Administrative fees	71.7	6.1%	63.2%	79.6	85.2	91.1	8.3%	64.0%		
Other non-tax revenue	10.4	19.8%	8.7%	12.3	13.0	13.0	7.7%	9.5%		
<b>Transfers received</b>	<b>31.7</b>	<b>12.6%</b>	<b>28.1%</b>	<b>32.7</b>	<b>34.5</b>	<b>35.8</b>	<b>4.2%</b>	<b>26.4%</b>		
<b>Total revenue</b>	<b>113.8</b>	<b>8.8%</b>	<b>100.0%</b>	<b>124.6</b>	<b>132.7</b>	<b>140.0</b>	<b>7.2%</b>	<b>100.0%</b>		
<b>Current expenses</b>	<b>112.8</b>	<b>10.1%</b>	<b>99.7%</b>	<b>124.6</b>	<b>132.7</b>	<b>140.0</b>	<b>7.4%</b>	<b>100.0%</b>		
Compensation of employees	58.2	8.1%	53.0%	61.2	65.5	70.0	6.4%	50.0%		
Goods and services	53.7	12.5%	45.7%	58.6	62.2	64.6	6.4%	46.9%		
Depreciation	1.0	8.0%	1.0%	4.8	5.1	5.3	76.7%	3.1%		
<b>Total expenses</b>	<b>112.8</b>	<b>10.1%</b>	<b>100.0%</b>	<b>124.6</b>	<b>132.7</b>	<b>140.0</b>	<b>7.4%</b>	<b>100.0%</b>		
<b>Surplus/(Deficit)</b>	<b>-</b>			<b>-</b>	<b>-</b>	<b>-</b>				
<b>Cash flow statement</b>										
<b>Cash flow from operating activities</b>	<b>4.3</b>	<b>-10.3%</b>	<b>189.4%</b>	<b>0.8</b>	<b>2.1</b>	<b>7.9</b>	<b>25.2%</b>	<b>201.8%</b>		
<b>Receipts</b>										
<b>Non-tax receipts</b>	<b>82.1</b>	<b>7.8%</b>	<b>72.0%</b>	<b>85.4</b>	<b>91.4</b>	<b>104.9</b>	<b>8.5%</b>	<b>72.9%</b>		
Sales of goods and services other than capital assets	71.7	12.1%	58.7%	76.7	82.0	91.1	8.3%	64.4%		
Administrative fees	71.7	12.1%	58.7%	76.7	82.0	91.1	8.3%	64.4%		
Other tax receipts	10.4	-10.8%	13.3%	8.8	9.4	13.8	9.6%	8.5%		
<b>Transfers received</b>	<b>31.7</b>	<b>12.6%</b>	<b>28.0%</b>	<b>32.7</b>	<b>34.5</b>	<b>35.8</b>	<b>4.2%</b>	<b>27.1%</b>		
<b>Total receipts</b>	<b>113.8</b>	<b>9.0%</b>	<b>100.0%</b>	<b>118.2</b>	<b>125.9</b>	<b>140.7</b>	<b>7.3%</b>	<b>100.0%</b>		
<b>Current payments</b>	<b>108.8</b>	<b>10.0%</b>	<b>98.7%</b>	<b>116.7</b>	<b>123.1</b>	<b>132.0</b>	<b>6.7%</b>	<b>99.4%</b>		
Compensation of employees	56.6	10.1%	50.4%	60.3	63.6	70.0	7.4%	51.8%		
Goods and services	52.2	9.8%	48.3%	56.4	59.5	62.0	5.9%	47.6%		
<b>Transfers and subsidies</b>	<b>0.7</b>	<b>-</b>	<b>0.3%</b>	<b>0.7</b>	<b>0.7</b>	<b>0.8</b>	<b>5.2%</b>	<b>0.6%</b>		
<b>Total payment</b>	<b>109.4</b>	<b>10.2%</b>	<b>100.0%</b>	<b>117.4</b>	<b>123.8</b>	<b>132.8</b>	<b>6.7%</b>	<b>100.0%</b>		
<b>Net cash flow from investing activities</b>	<b>(2.3)</b>	<b>61.3%</b>	<b>100.0%</b>	<b>(2.1)</b>	<b>(2.2)</b>	<b>(1.0)</b>	<b>-23.7%</b>	<b>100.0%</b>		
Acquisition of property, plant, equipment and intangible assets	(0.3)	-6.3%	62.6%	(0.3)	(0.3)	(0.5)	26.0%	21.4%		
Acquisition of software and other intangible assets	(2.0)	105.0%	37.4%	(1.8)	(1.9)	(0.5)	-37.0%	78.6%		
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>2.1</b>	<b>-14.1%</b>	<b>100.0%</b>	<b>(1.3)</b>	<b>(0.1)</b>	<b>6.9</b>	<b>49.3%</b>	<b>100.0%</b>		
<b>Statement of financial position</b>										
Carrying value of assets	81.5	162.8%	41.1%	82.5	87.1	87.9	2.6%	82.1%		
Acquisition of assets	(0.3)	-6.3%	-18.3%	(0.3)	(0.3)	(0.5)	26.0%	-0.3%		
Receivables and prepayments	1.2	-5.1%	3.1%	1.2	1.2	1.2	-	1.2%		
Cash and cash equivalents	20.3	-40.9%	55.8%	18.0	15.5	15.4	-8.8%	16.8%		
<b>Total assets</b>	<b>103.0</b>	<b>-0.4%</b>	<b>100.0%</b>	<b>101.7</b>	<b>103.8</b>	<b>104.5</b>	<b>0.5%</b>	<b>100.0%</b>		
Accumulated surplus/(deficit)	91.6	6.5%	80.9%	90.1	91.6	91.6	-0.0%	88.3%		
Deferred income	9.3	2.7%	8.2%	9.5	10.0	10.6	4.5%	9.5%		
Provisions	2.1	-0.2%	1.9%	2.1	2.2	2.3	4.6%	2.1%		
<b>Total equity and liabilities</b>	<b>103.0</b>	<b>-0.4%</b>	<b>100.0%</b>	<b>101.7</b>	<b>103.8</b>	<b>104.5</b>	<b>0.5%</b>	<b>100.0%</b>		

**Personnel information****Table 39.115 South African National Accreditation System personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment												Number					
Number of funded posts	Number of posts on approved establishment	Actual 2018/19			Revised estimate 2019/20			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)				
		Number	Cost	Unit cost	Number	Cost	Unit cost	2020/21		2021/22		2022/23							
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20 - 2022/23		
South African National Accreditation System																			
Salary level	-	-	83	53.1	0.6	84	58.2	0.7	75	61.2	0.8	75	65.5	0.9	75	70.0	0.9	6.4%	100.0%
1-6	-	-	2	0.4	0.2	2	0.4	0.2	1	0.2	0.2	1	0.3	0.3	1	0.3	0.3	-15.6%	1.6%
7-10	-	-	48	20.1	0.4	48	22.1	0.5	39	18.4	0.5	39	19.7	0.5	39	21.1	0.5	-1.5%	53.3%
11-12	-	-	13	6.5	0.5	13	7.1	0.5	13	11.8	0.9	13	12.6	1.0	13	13.5	1.0	23.5%	16.9%
13-16	-	-	19	23.8	1.3	20	26.2	1.3	21	28.1	1.3	21	30.1	1.4	21	32.2	1.5	7.1%	27.0%
17-22	-	-	1	2.2	2.2	1	2.2	2.2	1	2.6	2.6	1	2.8	2.8	1	3.0	3.0	10.2%	1.3%

1. Rand million.



◀ 2020 ▶  
**BUDGET**

ESTIMATES OF NATIONAL  
EXPENDITURE



**national treasury**

Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA