



Matthew Goniwe
SCHOOL OF LEADERSHIP & GOVERNANCE
EDUCATE. EMPOWER. INNOVATE.



ANNUAL REPORT

2021 - 2022

Educate . Empower . Innovate



Matthew Goniwe
SCHOOL OF LEADERSHIP & GOVERNANCE
EDUCATE. EMPOWER. INNOVATE

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GENERAL INFOMATION

GENERAL INFORMATION

REGISTERED NAME:	MATTHEW GONIWE SCHOOL OF LEADERSHIP AND GOVERNANCE
REGISTRATION NUMBER:	2002/025756/08
PHYSICAL ADDRESS:	40 HULL STREET VREDEDORP JOHANNESBURG 2141
POSTAL ADDRESS:	POSTNET SUITE 161 PRIVATE BAG X9, MELVILLE 2109
TELEPHONE NUMBER/S:	+27 (0)11 830 2200
WEBSITE ADDRESS:	WWW.MGSLG.CO.ZA
EXTERNAL AUDITORS:	LUNIKA CHARTERED ACCOUNTANTS INC
BANKERS:	STANDARD BANK SOUTH AFRICA
COMPANY SECRETARY:	MR ANDILE QODASHE

LIST OF ABBREVIATIONS/ACRONYMS

4IR	FOURTH INDUSTRIAL REVOLUTION	DCAPS	DIFFERENTIATED CURRICULUM ASSESSMENT POLICY STATEMENT
AFL	ASSESSMENT FOR LEARNING	DHAMS	DISTRICT HEAD-OFFICE ADMINISTRATION MANAGEMENT SYSTEM
AFS	ANNUAL FINANCIAL STATEMENTS	DMS	DATA MANAGEMENT SYSTEM
AGM	ANNUAL GENERAL MEETING	DSD	DEPARTMENT OF SOCIAL DEVELOPMENT
BBBEE	BROAD BASED BLACK ECONOMIC EMPOWERMENT	DTDC	DISTRICT TEACHER DEVELOPMENT CENTRES
B.ED.	BACHELOR OF EDUCATION	ECD	EARLY CHILDHOOD DEVELOPMENT
CAT	COMPUTER APPLICATIONS TECHNOLOGY	EFAL	ENGLISH FIRST ADDITIONAL LANGUAGE
CEO	CHIEF EXECUTIVE OFFICER	E-SSIP	ELECTRONIC SECONDARY SCHOOL IMPROVEMENT PROGRAMME
CFO	CHIEF FINANCIAL OFFICER	EXCO	EXECUTIVE COMMITTEE
CI	CORPORATE IDENTITY	FET	FURTHER EDUCATION AND TRAINING
CIPEL	CERTIFICATE IN PRIMARY ENGLISH LANGUAGE TEACHING	FP	FOUNDATION PHASE
CLT	COMMUNICATIVE LANGUAGE TEACHING	GDE	GAUTENG DEPARTMENT OF EDUCATION
CISELT	CERTIFICATE IN SECONDARY ENGLISH LANGUAGE TEACHING	GET	GENERAL EDUCATION AND TRAINING
COELT	CERTIFICATE IN ONLINE ENGLISH LANGUAGE TEACHING	GEC	GENERAL EDUCATION CERTIFICATE
COP	COMMUNITIES OF PRACTICE	HOD	HEAD OF DEPARTMENT
COVID-19	CORONAVIRUS DISEASE OF 2019	HR	HUMAN RESOURCES
CPD	CONTINUOUS PROFESSIONAL DEVELOPMENT	ICT	INFORMATION AND COMMUNICATIONS TECHNOLOGY
CVTS	CIVIL TECHNOLOGY SUBJECTS	IFRS	INTERNATIONAL FINANCIAL REPORTING STANDARDS
DBE	DEPARTMENT OF BASIC EDUCATION	IHL	INSTITUTE FOR HIGHER LEARNING

LIST OF ABBREVIATIONS/ACRONYMS

INTER-SEN	INTERMEDIATE - SENIOR	NPC	NON-PROFIT COMPANY
IoDSA	INSTITUTE OF DIRECTORS SOUTH AFRICA	NQF	NATIONAL QUALIFICATIONS FRAMEWORK
IP	INTERMEDIATE PHASE	NSLA	NATIONAL STRATEGY FOR LEARNER ATTAINMENT
ISS		PAM	PERSONNEL ADMINISTRATIVE MEASURES
IQMS	INTEGRATED QUALITY MANAGEMENT SYSTEM	PBL	PROJECT BASED LEARNING
JIT	JUST IN TIME	PFMA	PUBLIC FINANCE MANAGEMENT ACT
LITNUM	LITERACY AND NUMERACY (STRATEGY)	PHEI	PRIVATE HIGHER EDUCATION INSTITUTE
LMS	LEARNER MANAGEMENT SYSTEM	PLC	PROFESSIONAL LEARNING COMMUNITY
LSA	LEARNER SUPPORT AGENT	POPI	PROTECTION OF PERSONAL INFORMATION
MEC	MEMBER OF EXECUTIVE COUNCIL	POS	
MGSLG	MATTHEW GONIWE SCHOOL OF LEADERSHIP AND GOVERNANCE	PPM	PROGRAMME PERFORMANCE MEASURES
MOI	MEMORANDUM OF INCORPORATION	PRBL	PROBLEM BASED LEARNING
MOU	MEMORANDUM OF UNDERSTANDING	PBL	PROJECT BASED LEARNING
MST	MATHEMATICS, SCIENCE AND TECHNOLOGY	PSRIP	PRIMARY SCHOOL READING IMPROVEMENT PROGRAMME
NACCW	NATIONAL ASSOCIATION OF CHILD CARE WORKERS	PSS	PSYCHOSOCIAL SUPPORT
NAT	NEWLY APPOINTED TEACHERS	QMS	QUALITY MANAGEMENT SYSTEM
NCF	NATIONAL CURRICULUM FRAMEWORK	RCL	REPRESENTATIVE COUNCIL OF LEARNERS
NDP	NATIONAL DEVELOPMENT PLAN	SA-SAMS	SOUTH AFRICAN SCHOOL ADMINISTRATION AND MANAGEMENT SYSTEM
NECT	NATIONAL EDUCATION COLLABORATION TRUST	SBST	SCHOOL BASED SUPPORT TEAM

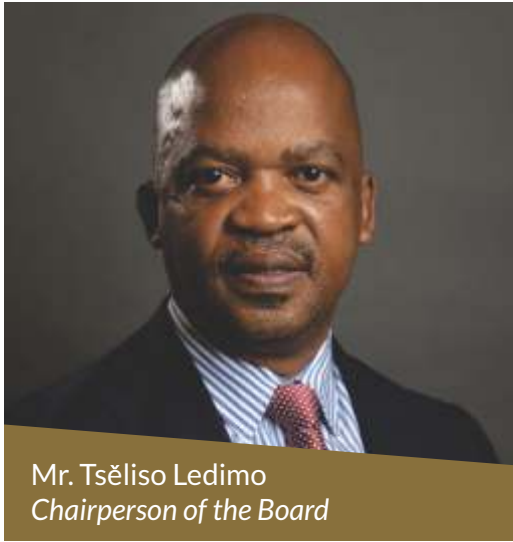
LIST OF ABBREVIATIONS/ACRONYMS

SCM	SUPPLY CHAIN MANAGEMENT
SGB	SCHOOL GOVERNING BODY
SIAS	SCREENING, IDENTIFICATION, ASSESSMENT, AND SUPPORT
SMME	SMALL, MEDIUM AND MICRO ENTERPRISES
SMT	SCHOOL MANAGEMENT TEAM
SOP/ SOPS	STANDARD OPERATING PROCEDURE(S)
SOS	SCHOOLS OF SPECIALIZATION
SP	SENIOR PHASE
SPM	SPECIFIC PROVINCIAL MEASURES
SIP	SCHOOL IMPROVEMENT PROGRAMME
SSIP	SECONDARY SCHOOL IMPROVEMENT PROGRAMME
STEM	SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS
THS	TECHNICAL HIGH SCHOOL
VAT	VALUE ADDED TAX
WFH	WORK FROM HOME
WHO	WORLD HEALTH ORGANISATION
WSI	WHOLE SCHOOL IMPROVEMENT



EXECUTIVE REPORTS

FOREWORD BY THE CHAIRPERSON



Mr. Tsëlišo Ledimo
Chairperson of the Board

2021/22 Financial Year continued to be a trying year for the organization and country as we grappled with the unknowns of new Covid-19 variants and managing its subsequent economic and social effects. This was the year that the Mathew Goniwe School of Leadership and Governance (MGSLG) suffered extensively as we lost our most important resources, namely our staff.

During the year, the organization suffered multiple corona virus disease

of 2019 (COVID-19) infections which led to two of our Senior Managers and an Early Childhood Development (ECD) Facilitator succumbing to the disease. This created a big gap in terms of programme delivery. While this year has been very challenging in the wake of the pandemic, MGSLG nonetheless achieved a few important milestones. This Annual Report provides an opportunity to reflect on our work over the last year and look forward to the year ahead. Highlights are summarized in this report as presented in the Chief Executive Officer's (CEO's) report.

CHANGES TO THE BOARD

The Board of Directors continues to provide solid governance and overall oversight on institutional performance. The Board composition for the year did not change and stood at 16 Directors (14 Non-Executive Directors and 2 Executive Directors).

CHANGES TO THE EXECUTIVE TEAM

Following the departure of the previous Company Secretary, the Board appointed Mr Andile Qodashe as the new Company Secretary and Manager for Legal Services. We also had internal promotions as Dr Lindiwe Ginya moved into the position of Head: ECD, Leadership and School Governance Branch, following the retirement of the previous incumbent. Similarly, Mr Siphso Dlamini was appointed to Head: Teacher Development and Information and Communications Technology (ICT) Programmes. Mr Matimisi Nzula was appointed Director: Teacher Development.

POLICY REVIEW

The annual policy review emanated in the formulation, amendment as well as approval of the following policies:

- Board Remuneration Policy - Amended
- Human Resources Policy – Amended
- Work from Home Policy – New Policy
- IT Policy – New Policy

BOARD DEVELOPMENT

For the year under consideration, the Board undertook the following development sessions:

- Ethical Governance
- Protection of Personal Information (POPI) Act workshop

FOREWORD BY THE CHAIRPERSON

Continuous performance assessments provide the board with an opportunity to review and improve its performance. Furthermore, the board underwent a board evaluation process which provided an opportunity for the board to reflect on its roles and responsibilities, its culture and relationship with management.

Board evaluations are a useful diagnostic tool whose focal points are the board's strengths as well as areas needing development. Some of the benefits that arise from performing regular board evaluations include:

- Identifying key development areas;
- Identifying director development programmes to enhance the competency levels of board members;
- Improving board composition through identifying skills needed on the board;
- Using the results to inform the nomination and election processes;
- Managing poor performance of members; and
- Identifying changes needed to company and board governance documents/processes.

The report from this process will be used for a future board development programme.

I would like to thank all our stakeholders for their continued support as we persist in charting our course through these most unusual of times. To my fellow Board members, thank you for co-steering this ship. To the CEO, his Executive Team and staff members, thank you as you continue to perform regardless of the harsh realities that continue to confront us.

My humble thanks to the Honourable Member of the Executive Council (MEC) Mr Panyaza Lesufi for having faith in us as the Board to continue doing what we do: I am humbled and honoured.



Mr. Tsēliso Ledimo
Chairperson of the Board

CHIEF EXECUTIVE OFFICER'S OVERVIEW



Adv. Thulani Makhubela
Chief Executive Officer

2021/22 was a second challenging year, with the COVID-19 pandemic driving various restrictions on mobility and activities around the country. Even though it has been a year of adjusting our programmes for online consumption, not all programmes could use online training. Some of our programmes were still highly dependent on the face-to-face approach, e.g. School Governing Body (SGB) training and therefore due to COVID-19 regulations and protocols, training remained limited to numbers

permitted only.

FUNDING

The 2021/22 final adjusted budget allocation increased by R21 million from R264 million in 2020/21 to R285 million in 2021/22. Budget highlights:

- ECD increased by R14 million from R42 million to R56 million.
- Educator Training budget decreased by R43 million from R173 million to R130 million. This was in line with reduced cost of venues, travel, catering and printing.
- Public Ordinary Schools increased from R15 million to R32 million, in line with the training of recently elected school governors.
- Psycho-Social Services project was initially allocated a budget of R41 million. GDE indicated that the budget was erroneously allocated to the

project and the budget was paid back to the Department and adjusted to zero budget.

- The School Safety project was a new project allocated to MGSLG after the approval of the business plan, hence the treatment as an ad-hoc project. The project was allocated a budget of R37,5 million.

PROGRAMME DELIVERY

For the 2021/22 financial year, MGSLG had 6 programmes and 77 sub-programmes to deliver on behalf of the Gauteng Department of Education (GDE). By the end of the year, 68 sub-programmes had been delivered. From the 68 sub-programmes, 44 sub-programmes met and exceeded their annual targets whilst 24 were delivered but did not meet their annual targets. The following 9 were not delivered and most have been deferred to the new financial year:

1. ECD: Bachelor of Education Degree (B.Ed.) – new cohort
2. ECD: Higher Certificate Programme – the programme needed review and reconfiguration.
3. Representative Council of Learners (RCL) Summit – the programme was linked to a sponsored event that was cancelled.
4. RCL Induction – the programme is dependent on face-to-face facilitation and could not be delivered due to COVID-19 restrictions.
5. The following programmes were reviewed and reconfigured into one in-depth programme targeting High Risk Schools:
 - Head of Department (HOD) training on the South African School Administration and Management System (SA-SAMS)
 - School Management Team (SMT) training on the Integrated Quality Management System (IQMS)

CHIEF EXECUTIVE OFFICER'S OVERVIEW

- SMT Training on Data Driven Decision Making
- SMT Training on management of infrastructure
- SMT Training on the nine areas of school functionality

MATTHEW GONIWE MEMORIAL LECTURE HELD JOINTLY WITH THE GAUTENG NATIONAL TEACHER AWARDS

Following a year's break due to the pandemic, we resumed our prestigious annual Matthew Goniwe Memorial Lecture. The Annual Matthew Goniwe Memorial Lecture was held successfully on the 26 November 2021, themed "Matthew Goniwe in 2021" #whatwouldmatthewdo?"

The first guest speaker at the lecture was Dr Stella Bvuma, Head of Department Applied Information Systems, University of Johannesburg. Key points from her address related to:

- The importance of 4IR and how to prepare learners for a 4IR world

The second guest speaker was Professor Daniel Mashao, Executive Dean of the Faculty of Engineering & The Built Environment, University of Johannesburg. Key points from his address spoke to:

- New models of thinking and new societal values

Consistent with the MGSLG tradition, in honouring teachers, the lecture was held jointly with the Gauteng's National Teacher Awards hosted by the MEC of Gauteng Department of Education, Mr Panyaza Lesufi. The event was attended by +- 400 guests.

MGSLG aims to ensure that the legacy of the Matthew Goniwe name, is not only a cloth of local admiration in the educational sphere but of international admiration as well.

The primary purpose of the Matthew Goniwe Memorial Lecture is to commemorate, promote, preserve, protect, and advance the legacy of Matthew Goniwe. The Institution has been honoured to use the name "Matthew Goniwe" and it is fitting to continue honouring, commemorating and carrying on with the legacy of this fallen activist and educator.

BOARD LEGACY PROJECT

The Board adopted a special legacy project focusing on areas of special attention from GDE priority areas. The project's objectives are:

- To use the National Strategy for Learner Attainment (NSLA) framework as our guiding tool in this intervention process, to promote and implement changes which lead to improved learner outcomes throughout the learning spectrum/system. Of paramount importance in this regard was the Action Plan to 2024, titled 'Towards the realisation of Schooling 2030', which stipulates its measurable output with measurements and timeframes for each critical deliverable.
- In the Programme we also ensure the Implementation of the Department of Basic Education (DB)E Circular D2 of 2017 which requires provincial departments to have targeted interventions of 3 years' duration in order to turn around underperforming schools.
- To provide services through targeted teacher development programmes that will result in improved quality of teaching and learning in underperforming schools.

CHIEF EXECUTIVE OFFICER'S OVERVIEW

- To capacitate SMTs in identified schools in curriculum management strategies that will promote performance and enhance accountability.
- Tracking of learner performance and attainment.
- Provision of on-site and online support programmes to coach school management teams and staff to assess their own progress against targeted outcomes.
- Assisting with professional development of stakeholders including GDE officials on multiple subjects and multi-grade teaching support strategies.
- The identification and resolution of issues which negatively impact on the performance of selected underperforming schools.
- Providing families (parents/guardians) with skills and strategies to be better support partners to their children.
- Providing tools that will enable sustainable Whole School Improvement (WSI), including Psychosocial Support.
- Use of ICT tools to expand options for teachers and simplify how they assess and track progress.

Phase one of the project, namely a needs analysis study was conducted in this reporting period to inform the development of specialized, customized initiatives for each school, based on their needs.

HUMAN RESOURCES/ PEOPLE

We completed recruitment for the Business Development unit with the appointment of two managers to the unit. We also appointed a Manager: Research in the Planning, Research and Quality Assurance unit. Two of our Senior Managers passed away due to COVID-19, and one Senior Manager retired at the end of the financial year. The Administrator in the Corporate Governance office resigned. The gaps left by the deaths and the retirement will be filled in the new financial year.

QUALITY ASSURANCE

To guide our processes and sector standards, we developed twenty Standard Operating Procedures (SOPs) and policies to be work-shopped. Only the policies were workshopped. These will form the foundation for the SOP workshop.

MONITORING AND EVALUATION

The facilitation of forty programmes was monitored, and a further 24 were analysed, based participant perception. This process assists in the review of our programmes as well as ensuring that they are relevant.



RESEARCH AND INNOVATION

Two inward looking research studies were conducted in the year. The research studies' focus was on:

- MGS LG as a Learning Organization: Factors that make MGS LG a learning Organization
- MGS LG Support for Bursary Holders: A focus on MGS LG bursary holders to assess the effectiveness of support provided to bursary holders.

MGS LG INSTITUTIONAL CORPORATE IDENTITY AND WEBSITE

A Corporate Identity (CI) Manual was developed to be used as a tool to reflect a complete image of MGS LG. We also revamped our website to be used as a market positioning platform and to promote the MGS LG's brand image, as well as to interact with external stakeholders and prospective investment and joint venture partners. The project was completed and work-shopped with all staff.

STRATEGY AND FUTURE OUTLOOK

This year our strategy as well as changes in the sector derived its spirit from the mandate that was espoused by the MEC, Mr Lesufi. Our strategy review session provided us with an opportunity to take stock on whether the organisation was on the right path or not in terms of the commitments made in adapting to the changing world and addressing mandates from the Member. Pursuant to this, we decided on the following Strategic Goals for the organization towards our vision:

- Goal 1: Excellence in Teaching and Learning
- Goal 2: Growth and Expansion for Sustainability
- Goal 3: Creation of a Global and Relevant Higher Education Institution

They are further explained in the report.

ABOUT THE REPORT

Our 2021/22 Annual Report aims to provide the Member, the MEC for Gauteng Education, the main funder, the GDE, partners, and other stakeholders with a comprehensive perspective of the past year's performance, as well as giving insight into our business strategy and prospects. It reflects on MGSLG's activities for the year ended 31 March 2022.

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

1. All information and amounts disclosed in the annual report are consistent with the Annual Financial Statements (AFS) audited by the External Auditor.
2. The annual report is complete, accurate and is free from any omissions.
3. The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and are based on appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.
4. The Chief Financial Officer (CFO) is responsible for the preparation of the AFS.

5. The CEO is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the AFS.
6. The external auditors are engaged to express an independent opinion on the AFS.

In my opinion, the annual report fairly reflects the operations, performance information, human resources and the financial affairs of Matthew Goniwe School of Leadership and Governance for the financial year ended 31 March 2022.



Adv. Thulani Makhubela
Chief Executive Officer



MGSLG BOARD OF DIRECTORS

From top left: Mr. Tsëliiso Ledimo Chairperson, Ms. Violet Ntsali Deputy Chairperson, Mr. Bonolo Ramokhele, Mr. Manaha Matakanya, Mr. Mandlenkosi Masingi, Ms. Lorraine Makola, Mr. Joconia Matatbane

From bottom left: Ms. Catherine Constantinides, Mr. Alex Mdakane, Ms. Tlangi Mogane, Mr. Tshidiso Saul, Mr. Bengeza Mthombeni, Mr. Eroll Magerman, Mr. Maupe Matjila



MGLG BOARD OF DIRECTORS



EXECUTIVE COMMITTEE (EXCO)

From top left: Adv. Thulani Makhubela *CEO*, Mr. Sibusiso Mahlangu *CFO*, Ms. Slindo Shamase *Chief of Programmes*, Mr. Matime Papane *Head Corporate Services*, Dr. Lindiwe Ginya *Branch Head ECD, Leadership, Management & School Governance*, Mr. Siphso Dlamini *Branch Head Teacher Development & ICT Programmes*, Ms. Kgaugelo Mkhwebane *Director Research, Planning and QA*

From bottom left: Dr. Dempsey Noge *Director School Governance*, Ms Patricia Maloka *Director Business Development*, Mr. Handson Mlotshwa *Director ICT Programmes*, Mr Victor Ngobeni *Director ECD, Leadership & Management*, Mr. Eugene Nzula *Director Teacher Development*, Mr. Andile Qodashe *Company Secretary & Manager Legal Services*



EXECUTIVE COMMITTEE (EXCO)

VISION

In delivering on our mandate and purpose, we set for ourselves the following vision:

“To be the leading, innovative & professional development institute in South Africa and beyond”

MISSION

In supporting its vision MGSLG has revised its mission (aim) as follows:

“Deliver quality and innovative capacity development through research- driven and targeted interventions.”

This mission will be achieved as MGSLG focuses on its role as follows:

1. To empower all the beneficiaries of MGSLG programmes through the delivery of well researched, customized, innovative, and quality programmes; and
2. To evaluate the impact of the MGSLG programmes and benchmarking the programmes on similar interventions internationally.

VALUES

The vision, mission and goals are tangible aspects of an organization’s values and principles. However, the most potent aspects of an organization’s culture and operations are its intangibles - values and principles. Values and principles have the powerful effect of mobilizing everybody in the organisation for the successful implementation of the vision, mission and goals.

MGSLG’s values are:

- Ubuntu
- Professionalism
- Accountability
- Collaboration
- Efficiency
- Excellence
- Integrity
- Innovation

LEGISLATIVE AND OTHER MANDATES

Matthew Goniwe School of Leadership and Governance 'NPC' with registration number 2002/025756/08, is a Non-Profit Company (NPC) incorporated in terms of Section 21 of the Companies Act, No. 63 of 1973, which has been replaced by the Companies Act 71 of 2008 ('the Companies Act').

The applicable legal framework governing MGSLG is as follows:

- Constitution of the Republic of South Africa ('the Constitution')
- Companies Act 71 of 2008 ('Companies Act')
- Companies Act Regulations 2011 ('the Companies Regulations')
- King IV Report
- Public Finance Management Act 01 of 1999 ('PFMA')

Our mandate is informed by the following

- The National Development Plan (NDP) 2030
- The Gauteng Provincial Government's goals and priorities
- The Gauteng Department of Education (GDE) priorities
- Policies and other legislative mandates impacting our stakeholders: e.g. South African Schools Act 84 of 1996
 - The South African Council for Educators Act 31 of 2000
 - Skills Development Act 97 of 1998
 - National Policy Framework for Teacher Education and Development
 - Integrated Strategic Planning Framework for Teacher Education and Development in South Africa
 - National Integrated ECD Policy
 - Others based on the needs of our stakeholders

STRATEGIC GOALS AND OBJECTIVES

We have adopted a wide range of strategies that are currently at various stages of development to achieve a solid balance between being effective in the current state and transitioning the organization to a higher education institution with a national footprint. We are working towards the following three strategic goals over the next three years:

- Goal 1: Excellence in Teaching and Learning
- Goal 2: Growth and Expansion for Sustainability
- Goal 3: Creation of a Global and Relevant Higher Education Institution

These Goals have the following key objectives:

STRATEGIC GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

OBJECTIVES

- Provide quality teaching and learning programmes that respond to our clients' strategies and needs.
- Teacher Development Strategy that guides programme delivery and ensures we meet the needs of educators.
- E-learning Strategy that propels MGSLG to the 21st Century and beyond teaching practices.
- Monitoring and Evaluation Framework that will assess our programmes for impact and improvement.
- Provide Quality and Impactful Programmes that meet society's needs beyond the education sector.



STRATEGIC GOAL 2: GROWTH AND EXPANSION FOR SUSTAINABILITY

OBJECTIVES

- Promote Institution Nationalization and Internationalization (benchmarking)
- Foster Strategic Programme Delivery Partnerships
- Core Business Optimization and Product Development Portfolio
- Diverse Revenue Streams & Growth /Expansion into New Markets (Product and Customers)
- Cost Optimization

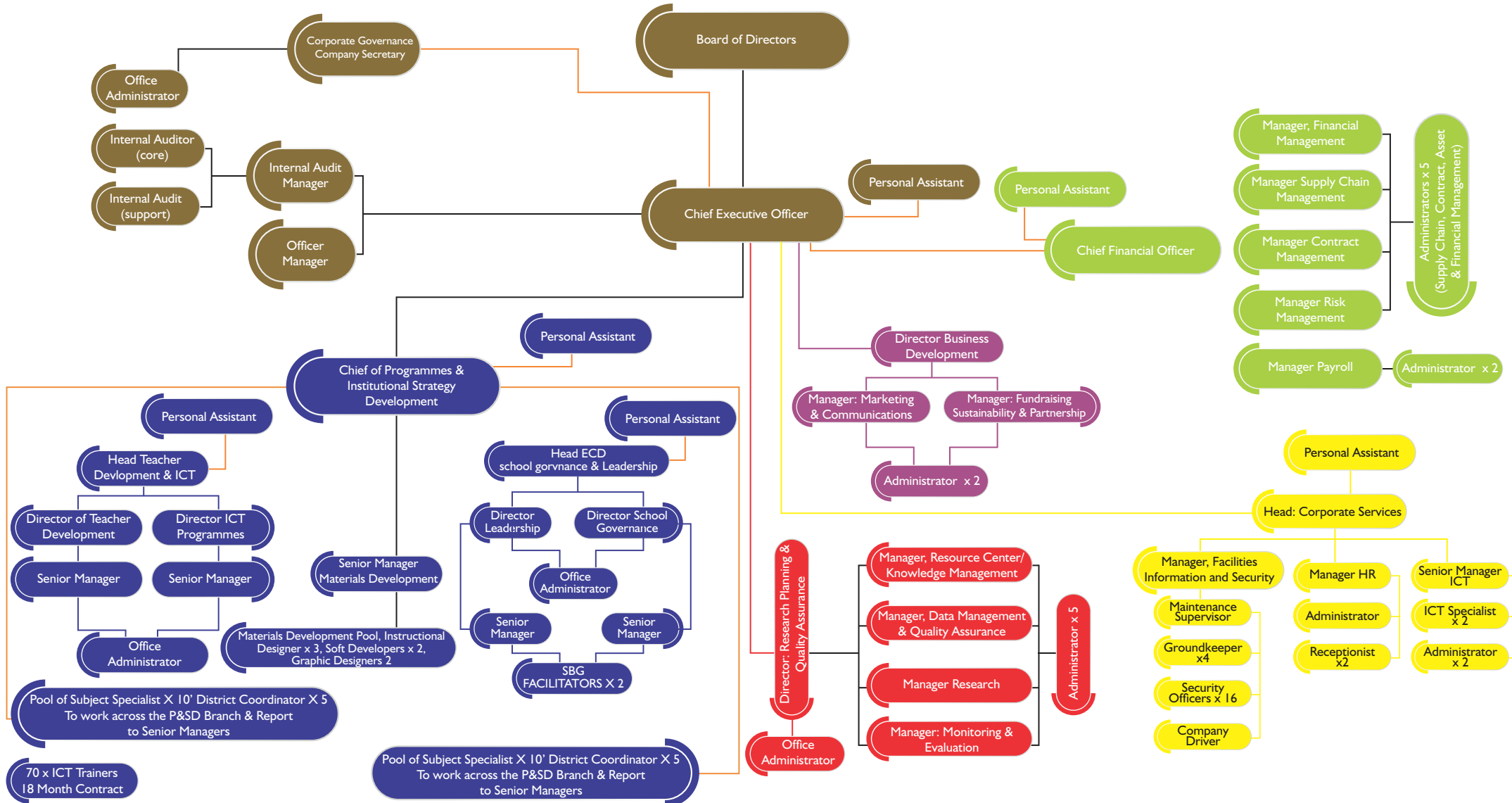
STRATEGIC GOAL 3: CREATION OF A GLOBAL AND RELEVANT HIGHER EDUCATION INSTITUTION

OBJECTIVES

- Institution Accreditation as a Higher Education Institution.
- Development of Formal and Relevant Qualifications.
- Create a hub for dissemination of information and Professional Learning Communities.
- Foster Collaborative Partnerships in Research.
- Develop a research strategy that supports and develops institutional research capacity.

ORGANISATIONAL STRUCTURE

MATTHEW GONIWE SCHOOL OF LEADERSHIP & GOVERNANCE ORGANISATIONAL STRUCTURE MAY 2019





PERFORMANCE REPORTS

PERFORMANCE REPORT

Most training Institutions in and around the country converted their training programmes to online training, and MGSLG had to follow suit. Most of our programmes were converted to online. The year 2021/22 saw continued disruption to education due to the ongoing Covid-19 pandemic. Schools grappled with a second period of partial school closures, in which most learners were required to learn from home, whilst also focusing on how best to support learning recovery. Throughout this time, MGSLG worked to support teachers' and school leaders' efforts by using blended approaches that were both synchronous and asynchronous.

In view of the delivery of programmes reported on in the foregoing paragraph, in pursuit of supporting effective achievement of improved learner outcomes in schools, we made significant strides in ensuring stakeholder professional development continued to receive the necessary attention despite a challenging environment including the recovery of learning losses. Professional needs were always the top priority for MGSLG as we positioned ourselves to be the preferred provider of Continuous Professional Development (CPD) for the Gauteng Department of Education.

- Strategic Goal 1: Early Childhood Development (ECD)
 - Strategic Goal 2: Promote Quality Education across all classrooms and schools
 - Strategic Goal 3: Create safe schools that embody Social Cohesion, patriotism and non-violence
 - Strategic Goal 4: Change the Education Landscape to accelerate relevant and quality learning
 - Strategic Goal 5: To address the needs of Gauteng Youth through development programmes and increasing youth employability
- MGSLG addressed programmes within these Departmental goals through Goal 1: Excellence in Teaching and Learning.

We implemented various programmes in the quest to assisting the GDE towards reaching these strategic goals. Implementation of GDE Strategic Initiatives is tabled below:

GDE GOALS & PRIORITIES	MGSLG KEY FOCUS	STRATEGIC OUTCOMES FOR PILLAR
<p>Strategic Goal 1: Early Childhood Development (ECD)</p> <p>Priority 1: Complete the “universalization” of Grade R and begin the preparations for the introduction of Grade RR i.e. raising the training qualification of Grade R teachers to a B. Ed.</p>	<p>Early Childhood Development</p>	<ul style="list-style-type: none"> • Professionalise ECD practice • Curriculum training and capacity development • Introduce Digital Literacy and Programmes • Entrench grade-appropriate reading and numeracy levels

GDE GOALS & PRIORITIES	MGSLG KEY FOCUS	STRATEGIC OUTCOMES FOR PILLAR
Strategic Goal 2: Promote Quality Education across all classrooms and schools		
Priority 2: Strengthening Foundations across all General Education and Training (GET) Grades	Teacher Development	<ul style="list-style-type: none"> • Exiting Grade/ Phase Focus Programme • HOME LINK Programme • Infusing locally & Internationally benchmarked assessments in professional development • Flip the Classroom • Introduce JIT SIP • De-territorialize Classroom Programme
Priority 3: Defending the “crown” – continuing the improvement of quality learning in the FET Band	Teacher Development	<ul style="list-style-type: none"> • Flip the Classroom • Strengthen JIT SSIP • De-territorialize Classroom Programme • Prioritise STEM subjects
Priority 4: Expand and enhance Schools of Specialization (SOS)	All Core Programmes	<ul style="list-style-type: none"> • Advocacy of the SOS through L&G • Re-skilling educators in areas of specialization • ICT Integration at all levels
Priority 5: Provincial, National, Regional and International Learner Assessments	Teacher Development	<ul style="list-style-type: none"> • Assessment training for educators
Priority 6: Skills for a Changing World including Technical High Schools (THS)	All Core Programmes	<ul style="list-style-type: none"> • Re- skilling educators • Training and support on the technical occupational curriculum

PERFORMANCE REPORT

GDE GOALS & PRIORITIES	MGSLG KEY FOCUS	STRATEGIC OUTCOMES FOR PILLAR
Strategic Goal 2: Promote Quality Education across all classrooms and schools		
Priority 7: Fourth Industrial Revolution (4IR), ICT and E-learning	ICT	<ul style="list-style-type: none"> • ICT Integration at all Levels • Expansion of ICT implementation to all Gauteng schools
Priority 8: Expand access to special schools and improve the quality of programmes for Learners with Special Educational	All Core Programmes	<ul style="list-style-type: none"> • Exiting Grade/ Phase Focus • HOME LINK Programme • Internationally Benchmarked Programmes • Re-skilling Educators • ICT Integration at all Levels
Strategic Goal 3: Create safe schools that embody Social Cohesion, patriotism and non-violence		
Priority 9: Safe schools and Social Cohesion	All Core Programmes	<ul style="list-style-type: none"> • Capacity Build SMT & SGB on Safety and Social Cohesion Programmes • Ethical leadership for SMTs and SGBs
Priority 11: School Health, Anti-Drugs Programmes, Girl Child Support and Guidance	All Core Programmes	<ul style="list-style-type: none"> • Introduce Psychosocial Programmes
Strategic Goal 4: Change the Education Landscape to accelerate relevant and quality learning		
Priority 12: Twining and Resource Optimisation, small schools, and normalisation of grade structure of schools	All Core Programmes	<ul style="list-style-type: none"> • Focused SGB 3-year Training Strategy • SMT Programmes • Re- skilling educators
Priority 14: Reposition Principals and Educator Development and Support	School Leadership and Management	<ul style="list-style-type: none"> • HOD Capacity Development Programme • School Management programmes underpinned with 4th Industrial Revolution Skills

GDE GOALS & PRIORITIES	MGSLG KEY FOCUS	STRATEGIC OUTCOMES FOR PILLAR
Strategic Goal 2: Promote Quality Education across all classrooms and schools		
Priority 15: Increase and intensify SGB Support and Advisory Work	School Governance	<ul style="list-style-type: none"> • Accredited SGB facilitators • Focused SGB 3-year training strategy • Differentiated Parental Support programmes
Priority 17: Resolve Education Disputes and implement Resolutions: Intervention Unit	School Governance	<ul style="list-style-type: none"> • Develop a Dispute Resolution Mechanism • Provide Administrative and Management Support to the SGB Advisory Council

Table: MGSLG Programme Alignment to GDE Goals and Priorities (2019-2024)

PERFORMANCE INFORMATION

PROGRAMME I: EARLY CHILDHOOD DEVELOPMENT

LINKED TO STRATEGIC GOAL: EARLY CHILDHOOD DEVELOPMENT (ECD)

MGSLG developed the ECD programmes to support the official shift of the sector from the Department of Social Development (DSD) to the Department of Basic Education (DBE). The official change took place on the 1st of April 2022. Following the shift in sectors, the GDE is now responsible for supporting, subsidizing, and regulating ECD programmes across Gauteng in line with Chapters 5 and 6 of the Children's Act. In addition to Grade R universalization, the GDE will focus on professionalizing the sector as well as establishing a conducive environment for the introduction of Grade RR in schools.

In support of this goal, MGSLG will assist the GDE with providing professional development for ECD practitioners. Professionalization of ECD practitioners includes raising the training qualification bar of Grade R practitioners from National Qualifications Framework (NQF) level 4 to a Bachelor of Education Degree (B.Ed.). In the spirit of "leaving no child behind," MGSLG will capacitate the 0-4 years ECD Practitioners to at least NQF level 4.



PERFORMANCE REPORT

As a strategic partner to the Department of Education, MGSLG offered the following ECD programmes to Grade R practitioners at ordinary public schools and pre-grade R practitioners from community sites registered with the Department of Social Development (DSD):

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Number of Grade R practitioners trained in Assessment Practices	1000	1000	+198 The target for year 1 was fully achieved and exceeded	None	None
Number of Grade R Practitioners trained in Protocols on Child Abuse	1000	636	-364	Some participants did not meet the requirements of completing year one of the qualification based on the total number of hours spent in the Programme	To motivate and provide extra assistance to participants who cannot cope with the content of the programme
Number of Pre-Grade R Practitioners trained on the National Curriculum Framework programme (0-4 Programme) – Cohort 6	500	492	-8	Since most programmes were conducted online, connectivity related issues became a challenge for some practitioners to access the sessions	To provide free access to our learning platform for all programmes to ensure participants do not have connectivity complaints
Number of Grade R Practitioners registered and studying towards Bachelor of Education in Foundation Phase Teaching - NQF Level 7 (Cohort 2)	99	99	None	None	None
Number of Grade R Practitioners registered and studying towards Bachelor of Education in Foundation Phase Teaching - NQF Level 7 (Cohort 3)	164	164 participants are registered, and individual progress results are available.	None	None	None

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Number of Grade R Practitioners registered and studying towards Bachelor of Education in Foundation Phase Teaching - NQF Level 7 (Cohort 4)	250	250	None	A total of 250 practitioners were registered with UNISA. Their studies are at different levels of progress	To get results of participants from the Institution directly
Number of Grade R practitioners registered towards a Higher Certificate in Teaching	150	-150 (No registrations)	150 – programme not delivered	The programme was redrafted and revised for the Financial 2022/23	To finalise the programme accreditation and deliver it in 2022/23

PROGRAMME 2: TEACHER DEVELOPMENT

LINKED TO THE STRATEGIC GOAL: PROMOTE QUALITY EDUCATION ACROSS ALL CLASSROOMS AND SCHOOLS

Ongoing professional development was provided in this year for the GET phase and the following programmes were implemented:

LINKED TO THE STRATEGIC GOAL: PROMOTE QUALITY EDUCATION ACROSS ALL CLASSROOMS AND SCHOOLS

This programme is implemented in partnership with the Sci-Bono Discovery Centre to capacitate teachers of Mathematics, Science and Technology subjects for Grade 1-9. There seems to be an increased uptake on numeracy training at the foundation phase by teachers. Further investigation is planned for the next financial year to find out why this is taking place in this phase. The uptake of mathematics in the upper grades by learners is still a challenge in most schools and this trend must be discouraged as it limits career paths for most school leaving children. Educators have an impact on the learner performance in MST subjects. Therefore, if the teacher does not have a good subject knowledge and pedagogical content knowledge s/he might deliver incorrect content or even skip content, which could also lead to poor performance or lack of interest in the subject. It is therefore critical that teachers' skills are continually upgraded.

LINKED

Assessment has become an important topic in the last few years because good assessment provides a wealth of information about diverse learners in the classroom.

Innovation workshops specific to assessment capabilities needed for assessment meaning-making for both school-based and office-based staff were conducted this year. This focused on Assessment For Learning (AFL) and use of technology as a tool for effective assessment. This led to participants realising that assessment should inform teaching and that teachers need to build their assessment capabilities so that they can bring assessment for learning and electronic assessment (e-assessment) to life in their classrooms. Teachers need more capability building on online assessment, choosing high impact reliable assessment tools as well as using the right resources to notice and respond to next steps for improving learning.

SOCIAL SCIENCES TRAINING FOR THE GET PHASE

In pursuit of supporting social cohesion imperatives of the province and country, social sciences training was introduced for teachers in the GET phase (intermediate and senior phases) of schooling. Training focused on developing teacher content knowledge, pedagogy, assessment and ICT integration in geography and history. These are building blocks to the future learning in Geography and History gateway subjects in the FET. Teachers were exposed to the latest developments and ideas around the teaching of these two specialist subject areas using innovative techniques integrating the use of available and latest ICT tools to mediate the subjects. The programmes were generally well received. However, much is needed to advocate for their attendance as enrolments on the Data Management System (DMS) sometimes did not match the actual attendance. More needs to be done in demonstrating to the teachers how the Data Management System works.

PERFORMANCE REPORT

THE CERTIFICATE IN PRIMARY ENGLISH LANGUAGE TEACHING/ CERTIFICATE IN SECONDARY ENGLISH LANGUAGE TEACHING PROGRAMMES (CIPELT/CISELT)

Recognising the key role languages play in developing learning skills amongst learners, the MGSLG continued to implement the CIPELT/ CISELT programmes. The programme is a priority programme of the Department of Basic Education (DBE) and is developed and implemented jointly with the British Council with the aim of empowering teachers to better teach English First Additional Language (EFAL) in their classrooms using practical tools making the language accessible to learners. It is premised around the practical nature of Communicative Language Teaching (CLT) methodology. Teachers in the foundation and intermediate phases are trained on CIPELT whilst their senior phase counterparts pursue the CISELT programme.

CERTIFICATE IN ONLINE ENGLISH LANGUAGE TEACHING (COELT) PROGRAMME

In response to the Covid-19 pandemic, the DBE sought a response to language teaching using remote methods to bridge the gap between the various stages of “lockdown” and learner access to language teaching and learning. Jointly with the British Council, the COELT programme was implemented as a solution to mitigate the learning losses emanating from the various responses to the pandemic limiting access for learners to contact teaching. The COELT is a fully online programme that utilizes accessible whatsapp technology to deliver learning. The technology is freely available, due to its mass penetration of society, and has relatively cheaper data costs, thus facilitating access. Teachers across all grades from the foundation phase to the FET received training on this programme.

PRIMARY SCHOOL READING IMPROVEMENT PROGRAMME (PSRIP)

An ability to read successfully for meaning in different texts is considered an important skill for effective learning to take place across all subjects. In recognition of this key imperative, the DBE has made this a priority for all provinces to ensure reading is prioritised as a key activity. Working jointly with the National Education Collaboration Trust (NECT) which provides materials development and subject advisor training, the DBE spearheads the implementation of the PSRIP. Working in selected districts in each province, teachers in the foundation and intermediate phase are identified and receive this special training.

AFRICAN LANGUAGES TRAINING

Recognising the need to form the basis of learning in the home languages in the early grades for learners as a key driver for future learning, the MGSLG commenced with the capacity building programme for teachers in the intermediate and senior phase. This is intended to build upon the learning laid down in the foundation phase of schooling in order to support learners as they transition from the Foundation Phase (FP) to the Intermediate Phase (IP). This includes their transition to higher learning in the Senior Phase (SP). The programme saw a good uptake with most of the languages recording good attendance for the training. Training was offered in isiZulu, isiXhosa, Sepedi, Setswana, Sesotho and Xitsonga. However, due to very low numbers, Tshivenda teachers received support from the only subject advisor in the province via online and face to face meetings where possible and whatsapp group sessions. The same materials as were used for the other languages provided additional support for these teachers. Strategies are being sought to increase further participation in this programme.

INDUCTION PROGRAMME FOR NEWLY APPOINTED TEACHERS (NAT)

A strong foundation for newly appointed teachers is always necessary and a priority for any education system seeking to retain teachers in the system whilst also seeking to make them as effective in their new roles as possible. As a result, the MGSLG developed and further refined materials for the training of these teachers. Training continued as planned for the three cohorts of newly appointed teachers in this financial year. Satisfactory attendances were recorded over the period indicating value gained by teachers from this programme.

Teachers were exposed to policy and legislation related to their profession and obligations to the department and school, pedagogy and assessment practices to assist them to be effective in their new roles and, therefore positively contribute to improved learning in their schools. From this implementation this year, we are using this experience to develop a system-wide induction programme for newly appointed teachers that will support teachers in three areas: personal, social and professional. Personal support contributes to the development of the new teacher's professional identity as an inclusive teacher. It also focuses on the emotional well-being of the new teacher. Social support facilitates inclusion as a member of the teaching and learning community of the school. In addition, it also involves the understanding and acceptance of the norms of the school. Professional support relates to the continued professional development of all teachers.

The new teacher needs to acquire confidence in inclusive teaching and basic teaching skills and the expert support offered in the induction programme contributes to this.

DEFENDING THE “CROWN” – CONTINUING THE IMPROVEMENT OF QUALITY LEARNING IN THE FET BAND

During 2021/22 professional development for FET teachers was implemented as planned for schools at risk for all gateway subjects to ensure that performance in these subjects improves. This programme includes Just In Time (JIT) training of teachers per term on subject matter knowledge, pedagogy, assessment, and ICT integration for all the gateway subjects.

EXPAND AND ENHANCE SCHOOLS OF SPECIALIZATION (SOS)

Schools of Specialization have a distinct operating model and regulatory framework that seeks to develop specialized and expert driven curriculum offering in Mathematics, Science, Technology, Entrepreneurship, Sports, and Performing Arts. There are 35 commissioned Schools of Specialization in Gauteng Province. MGSLG provided Digital Literacy programmes through online and onsite support. The Digital Literacy programmes aimed to develop teacher foundational skills on the use of the IQ Education platform, use of productivity tools for teaching (MS Office Suite) as well as mediation on the use of DBE and GDE freely available online content. Project Based Learning (PBL) was introduced to teachers as an alternative approach to teaching and was delivered through a blended learning approach in which teachers spent 10 notional hours completing the programme.

PERFORMANCE REPORT

SKILLS FOR A CHANGING WORLD INCLUDING TECHNICAL HIGH SCHOOLS

The GDE has introduced the three streams model that focuses on technical, vocational, and occupational subjects. This reform has been initiated by the DBE in line with the Department's Strategic Goals, 4IR, the 2030 DBE Educational Action Plan and the NDP. This is an expansion of the current Technical High Schools subjects in the FET to the GET phases. The key deliverables for the 'three streams mode' are:

- Increase participation and success rates in MST subjects
- The establishment of Focus schools
- Conversion of existing schools to THS and Schools of Skills
- Introduction of the new General Education Certificate (GEC).

The key objectives of the three streams model are:

- Implement curriculum offerings to meet the diverse needs of the young people of the country
- Empower learners to be creative and be organised system thinkers
- Address skills needs of the country

In this financial year, Technical High Schools (THS) were supported through the professional development of teachers, the development of remote learning resources for both teachers and learners and procurement of Practical Assessment Tasks equipment for the following technical subjects: Civil Technology Subjects (CVTS), Mechanical Technology and Electrical Technology.

The vocational subjects were only piloted in 20 schools and no teacher training was done as the DBE is finalising the vocational curriculum statements and orientation support resources for the target schools. Plans are in place to train teachers on the new vocational and occupation curriculum for the GET phase in Technical High Schools in the next financial year. The uptake of the technical subjects is, however, dropping in most schools. There is a great need to advocate and create awareness about the importance of these subjects.

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Teachers trained on project-based learning tools and processes	200	232	+ 32	Participants were provided with more support throughout the programme. This is a self-paced programme which made room for more participants to be accommodated.	To get results of participants from the Institution directly
Teachers trained on ICT integration in teaching and learning digital affordances	400	382	-8	Completion rate of online unit studies was low. Teachers navigate course content but fail to complete online assessments	Provision of guided support on the platform
Teachers trained on coding and robotics	150	67	-83	Digital devices were stolen from the identified schools and this affected training	Security should be strengthened to secure devices
Professional Learning Communities (PLCs) for Twinning schools supported	30 Schools	6 Schools	-24 Schools	Out of 30 Pilot schools only 6 are implementing the Digital Literacy Curriculum that incorporates Coding and Robotics	More support and collaborative support to be given to schools in partnership with CMD Branch of the GDE
Teachers trained on the online multi-certification handbook Cohort I	100	300	+200	This programme addresses one of the Department's priorities and the training link was shared with non-registered teachers hence it was oversubscribed.	
Teachers trained on entrepreneurship Grade 7-9	300	285	-15	This is a new area in most schools and there was limited advocacy of the programme.	Broaden scope in terms of number of teachers and schools

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Teachers trained on Language & Literacy	1500	1502	+2	None	None
Teachers trained on Numeracy and Mathematics	3000	5811	+2811	Schools had a drive to improve their year end results in terms of Numeracy and Mathematics. Advocacy was driven through schools.	None
Teachers trained on Reading for Understanding	1000	1395	+395	Schools had a drive to improve their year end results in terms of Literacy and reading and understanding. Advocacy was driven through schools.	None
Teachers trained on technical occupational subjects	70	446	None	The course proved to be really popular and useful	None
Teachers trained on African languages	5000	3245	1755	Connectivity issues	To make programmes available offline to reach to all intended participants
Teachers trained on project based and investigative learning	3000	2240	-760	None	None
Teachers trained on Diversity, Classroom, Discipline, Human Relations, based on QMS analysis of gaps	250	284	+34	More schools requested training on some modules like diversity and classroom discipline which increased the numbers beyond the target number.	None

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Teachers trained on Screening, Identification, Assessments & Support (SIAS)+ SID and DCAPS and Differentiation	4000	1472	-2528	Conflicting priorities in terms of educators attending developmental programmes	Review policy training and add more practical skills for teachers.
Teachers trained on Formative Assessment	10000	2840	-7160	Since this programme was at a pilot stage, the target was overly high and could not be reached for the first year of the delivery of the programme	To reduce the target to be more manageable by looking at what is currently happening in the sector
Newly appointed teachers inducted	300	1531	+1231	The number of newly appointed teachers was more than expected.	Work with the Department to determine developmental needs accurately.
HODs and Curriculum Support structures trained on mentoring & coaching for maths, languages, project-based learning, entrepreneurship and institutionalizing 21st century skills	500	941	+441	Project based learning and entrepreneurship are new areas in some schools and therefore increase the need for development in these areas.	Work with the Department to determine developmental needs accurately
Teachers trained on gateway subjects for FET schools and section 58B schools	1500	2240	-740	Additional support and development was requested by some Section 58B schools.	
Action Research on Professional Learning Communities (PLCs)	2	3 Principals Upfront Seminars were hosted	+1	The initial two seminars indicated a need for an additional seminar as requested by participants.	Integrate other modes of developmental needs identification.
Teachers trained on Life skills & Covid-19 Response	1200	1200	None		

PROGRAMME 3: ICT INTEGRATION IN THE CLASSROOM

LINKED TO STRATEGIC GOAL: PROMOTE QUALITY EDUCATION ACROSS ALL CLASSROOMS AND SCHOOLS

The ICT Training programmes were re-calibrated to respond to the Covid-19 environment as well as the Learning Loss Recovery plans of the Department of Basic Education. ICT Continuous Professional Development (CPD) focused on three main categories:

1. Focus of study- involved the development of teacher skills and abilities on the use of productivity and collaborative tools for teaching and learning. These include the use of IQ Education platform, Microsoft Office suite and use of online active applications mainly Google (Forms, sheets, and Frames)
2. Delivery system - involves developing teacher skills on the use of online learning platforms and pedagogies to deliver the curriculum
3. Catalyst for new forms of teaching and learning- involved capacitating teachers on the use of progressive and persuasive teaching strategies such as Flipped Classroom, Project Based Learning (PBL) and Problem Based Learning (PRBL). These approaches are used to mediate and facilitate learner centred activities in the process of teaching and learning.



As part of the strategy to promote e-learning and self-directed professional development the institution managed to translate sixteen (16) learning programmes into online and blended designs. In addition, thirteen (13) programmes were endorsed with SACE and another 12 programmes are currently awaiting endorsement. MGSLG utilized the attached learning journey, as depicted in Figure 1 below, to strengthen teacher foundational skills on using ICTs and to elevate knowledge on 4th industrial revolution concepts and

knowledge. The learning journey reveals a gradual progression of skills from the use of correspondence (hard copy learning materials) to online learning platforms. The learning journey adopted the Digital Blooms Taxonomy to guide teacher competency development from basic remembering to the highest level that involved creating where computational and design thinking are introduced through Coding and Robotics training.

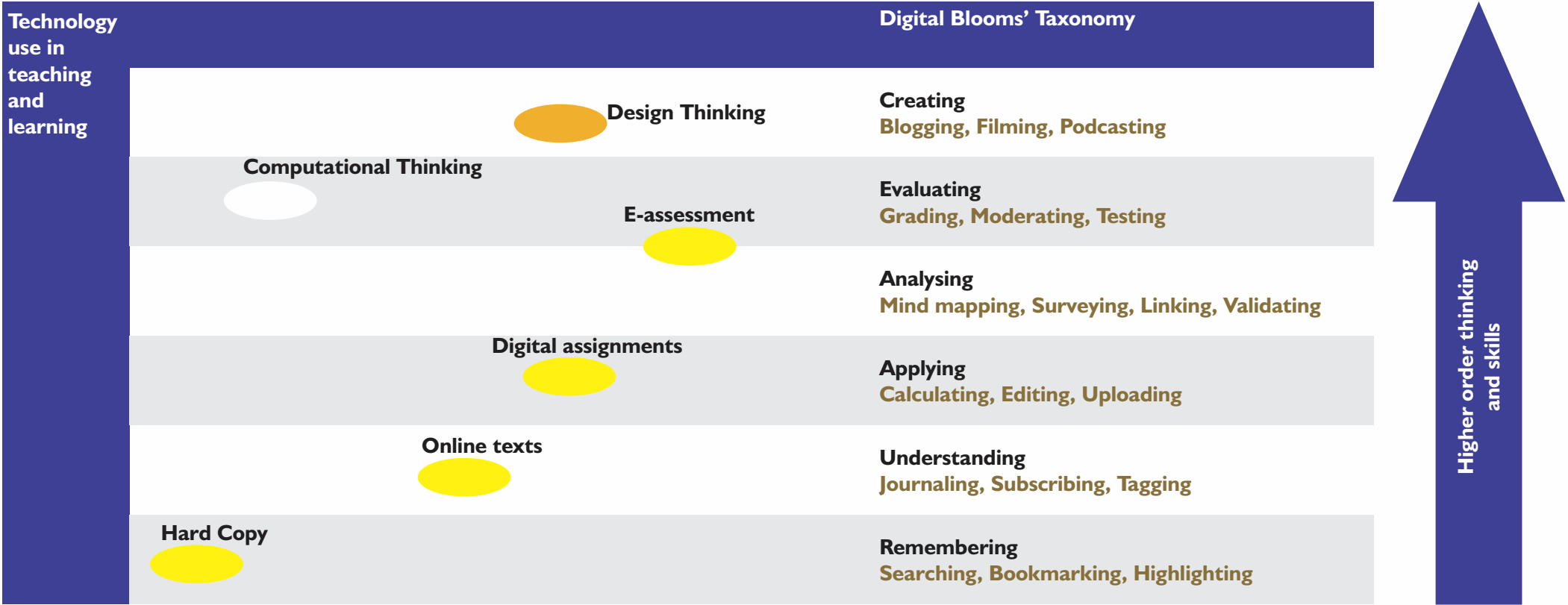


Figure 1: Digital skills Learning Framework



PERFORMANCE REPORT

Training and support were provided to 604 ICT implementing schools across the province by 80 ICT trainers and monitored by 5 District Coordinators through the provision of 'just in time' onsite support and training. Online professional development was administered through the MG Online platform which hosts several online and blended programs. The Computer and Accessibility course for Visually Impaired Educators was expanded to include the training of teacher

assistants. The continuous professional development of educators in ICT seeks to improve teacher practices in the short run as well as improve learner performance medium to long term.

The following programmes were implemented for the objective of integrating ICT in the classroom:

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Teachers trained on Digital Literacy - Digital Affordances	2100	2400	+ 300		
Teachers trained on Online ICT integration (Cohort I) <ul style="list-style-type: none"> • Technology Literacy • Knowledge Deepening • Knowledge Creation 	400	168	-232	Issues of connectivity and lack of resources contributed to participants not benefitting from this programme	To make the programme available offline and for facilitators to avail themselves beyond the training hours to accommodate participants who are affected by connectivity issues
Teachers trained on Microsoft Accessibility course	40	57	+ 17	The blended approach to training encouraged participation and allowed more teachers to be trained.	N/a
Teachers trained on Mobile Classroom Solution for Rural and Township schools Cohort I	87	87	None	N/a	N/a

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Teachers orientated into the adaptation and development of digital resources for African Language teachers	200	639	+439	The course proved to be really popular and useful	N/a
Subject Advisors trained on ICT integration	200	262	+62	The course proved to be really popular and useful	N/a
School Based ICT Committee members trained and supported on the Review of ICT Toolkit for Schools and Institutionalization of ICTs in schools	100	196	+96	The course proved to be really popular and useful	N/a
District Based ICT Committee members' mediation of Handbook	150	152	+2	N/a	N/a
Head Office and District Officials trained	80	374	+294	The course proved to be really popular and useful	N/a

PROGRAMME 4: SCHOOL SAFETY AND PSYCHOSOCIAL PROGRAMMES

LINKED TO STRATEGIC GOAL: CREATE SAFE SCHOOLS THAT EMBODY SOCIAL COHESION, PATRIOTISM AND NON-VIOLENCE

The principles of social cohesion, inclusive education and access are all central principles for enhancing education to ensure all young people are supported to maximise their potential through effective learning. To achieve this endeavour, a range of support and training was provided to develop inclusive practices for both mainstream and special schools.

SCHOOL HEALTH, ANTI-DRUGS PROGRAMMES, GIRL CHILD SUPPORT AND GUIDANCE

PsychoSocial Support (PSS) continued to be offered to schools this year using services from experts on psychosocial support to support all school stakeholders. Psychosocial experts provided schools in identifying learner strengths and needs and in planning for and reviewing, intentions appropriate to those needs. The National Association of Child Care Workers (NACCW), the Teddy Bear Clinic and Childline were contracted and involved in case work with some learners. The involvement included consultation, assessment, agreement about appropriate interventions to meet the identified needs. Interventions resulted in the production of a report documenting the process.



LEARNER SUPPORT AGENTS PROGRAMME

Learner Support Agents (LSAs) were also placed in schools for peer support to other learners. Learner Support Agents worked closely with Principals and Teachers to provide support to individual and small or large groups of learners. Their duties included:

- **Learner support:** Provide care and support to learners in need of support because of experiencing social, health, behavioural and poverty related barriers.
- **Campaigns and equipment and empowerment of learners with life skills:** Assisting the school with facilitating awareness programmes and school competitions.
- **Record keeping:** Documentation of all LSA assisted School Based Support Team (SBST) activities.
- **Networking:** In support of the SBST-Linking Schools to local learner support services.
- **Learner Pregnancy:** Assist the class teacher in carrying lesson materials to pregnant learners confined to their homes and return the

completed tasks, offer guidelines on organizing learning material and effective learning strategies to pregnant learners confined to their homes, encourage learners to return to school after their period of confinement and provide feedback.

- **Prevention of drug and alcohol use:** Assist the school in linking the identified learners to support structures, liaise with the Department of Social Development (DSD), Primary Health Care Services and relevant community support structures in soliciting advice and continued support for learners.
- **Career Development Support:** Assist the school in facilitating learners to access facilities for electronic applications and career support.
- **Homework Support:** Assist the teacher who is on homework club duty to support learners in completing their homework.
- LSA's work with pupils of all abilities, including those with special needs. We had 429 LSAs across the province who were all trained on an accredited programme on life skills to support learners in schools. Their contracts ended in March 2022.

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Psycho-social support provided to learners in need	4000	4000	None	N/a	N/a
Learner Support Agents trained on life skills	429	429	None	N/a	N/a

PERFORMANCE REPORT

PROGRAMME 5: SCHOOL GOVERNANCE

LINKED TO STRATEGIC GOAL 3: CREATE SAFE SCHOOLS THAT EMBODY SOCIAL COHESION, PATRIOTISM AND NON-VIOLENCE

The School Governance Programmes support the GDE's mandate to strengthen the capacity of School Governing Body members in public schools within the Gauteng Province. The School Governance Directorate collaborates with other Directorates within GDE (e.g., Public Ordinary Schools (POS), Human Resources (HR), ISS and Policy and Planning, etc.) The Directorate also

works in consultation with all relevant stakeholders (e.g., SGB Associations, District Coordinators, etc.) to carry out the mandate effectively.

The overall mission is to capacitate and empower School Governing Bodies (SGB) and Representative Councils of Learners (RCLs) to effectively perform their roles and responsibilities and to enable them to assume additional functions within the legal framework. MGSLG achieves this by way of offering qualitative and differentiated training programmes, incorporating emerging trends in the field, and utilizing innovative approaches in the following programmes:

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
SGB members inducted on the role and responsibility of SGBs	12000	16505	+4505	The course proved to be really popular and useful	N/a
SGB members trained on Learner Discipline	2000	5036	+3036	The programme proved to be more in demand due to challenges schools experience with learner discipline.	N/a
SGB members trained on School Policy Development and Policy Review	2000	1832	-168	Connectivity Issues	To make all programmes data free and be accessible to participants even after training has been conducted
SGB members trained on Financial Management	4000	5766	+1766	Programme in demand by most schools and proved to be useful.	N/a

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
SGB members trained on Recruitment and Selection	1500	1938	+438	Programme in demand	N/a
SGB members trained on School Development Plan and School Improvement Plan	4000	5295	1295	The course proved to be really popular and useful	N/a
SGB members trained on Covid-19 SOPs	1000	1444	+444	The course proved to be really popular and useful	N/a
SGB members provided with support on issues of joint Governance (Section 17 Schools / Twinning Schools)	5 pairs of twinning schools	7 pairs of twinning schools	+ 2	Please provide an explanation for the positive deviation	N/a
Schools of Specialization (SOS) provided with training on their roles and responsibilities	10 schools	27 schools	+ 17	Please make a comment about the positive deviation	N/a
RCL members trained on Covid-19 SOPs	2000	337	-1663	Connectivity Issues	To make all programmes data free and be accessible to participants even after training has been conducted
RCL Summit	1000	0	1000	Connectivity Issues. This total lack of success merits a further explanation.	To make all programmes data free and be accessible to participants even after training has been conducted
RCL members inducted into their roles and responsibilities	2000	1843	-157	Connectivity Issues	To make all programmes data free and be accessible to participants even after training has been conducted
Provincial RCL Executive members trained on Leadership Support programmes	90	168	+78	Please provide an explanation for the positive deviation	N/a

PERFORMANCE REPORT

PROGRAMME 6: EDUCATION LEADERSHIP DEVELOPMENT AND SCHOOL MANAGEMENT

LINKED TO STRATEGIC GOAL 4: CHANGE THE EDUCATION LANDSCAPE TO ACCELERATE RELEVANT AND QUALITY LEARNING

Leadership and Management development remains a critical aspect of school improvement. Furthermore, the Heads of Department (HODs) are critical instructional leaders positioned to improve high learner outcomes in schools. Leadership and Management Programmes capacitate HODs with leadership and management skills to manage their departments optimally and simultaneously contribute to the smooth functioning of the School Management Team (SMT).

In line with GDE teacher development priorities, we aim to bring several improvements in leadership and management programmes for the 2021/22 financial year. Strengthening of the programmes includes inter alia:

- Incorporating critical elements e.g. Mentoring and Coaching, Curriculum Management, SMT ICT Change Management, Professional Learning Communities, and the role of SMT in promoting the three streams model.
- Designing new programmes to bridge the gap between provincial strategy and Districts by capacitating districts/circuit-based officials on their roles and responsibilities.
- Furthermore, MGSLG introduced new programmes include:
 - The work based QCTO School Manager Qualification (NQF Level 6): This programme is designed for aspiring principals and current principals
 - ICT Integration for SMTs

Holistic approach – the unit aims to model programmes that focus on holistic school improvement approaches, e.g., the Section 58B programme, which as of this academic year includes SGBs.

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Newly Appointed Principals and Deputy Principals inducted into their roles	304	301	-3	Participants raised issues of connectivity for online programmes and 3 did not complete the minimum required number of days	Zero rate all programmes and create videos that can be accessed offline by participants
Foundation Phase HODs trained to lead and manage the Grade R Learning Environment	400	400	None	None	None

PERFORMANCE REPORT

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Train SMT based on an analysis of IQMS training needs as identified in 2020	800	138	-662	Please add an explanation for the large deviation	Programme to be reviewed and targets revisited for the new financial year
SMT members trained on the value of data-driven decision-making for school improvement (SASAMS)	1500	0	1500	The programme needs to be reviewed and was not offered.	To deliver the programme in the 2022/23 financial year
HODs trained on curriculum management	250	156	-94	Incomplete portfolios of evidence submitted by participants	To give participants a second chance to complete the assessment in the 2022/23 Financial year
Primary Schools HODs trained on how to effectively improve Literacy and Language	3175	941	-2234	Issues of connectivity were raised and in some areas power outages. Some participants did not meet the requirements for full participation in line with the internal policies.	To make programmes available offline to reach to all intended participants
SMT members trained on Professional Ethical Leadership	3000	1072	-1928	This is a self-paced programme and requires participant discipline to log on their own.	To motivate participants to complete the programme through monitoring and feedback sessions
SMT members trained on how to manage school infrastructure	2500	0	-2500	The year focussed on needs identification and customisation of the programme.	Programme will be delivered in the 2022/23 Financial Year
Support schools on high risk on the mediation of resources to related to any of the 9 areas of school functionality	40	0	-40	The year focussed on programme design and customisation.	To be delivered in the 2022/23 Financial Year
Utilize the toolkit to support schools to effectively deal with issues of diversity and school cohesion	20	12	-8	The number of schools was reduced from 20 to 12 due to budgetary issues	Please add an activity to address the deficit

PERFORMANCE REPORT

PROGRAMME 7: RESEARCH, MONITORING & EVALUATION AND QUALITY ASSURANCE

PERFORMANCE INDICATOR	TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM TARGET	COMMENT ON DEVIATIONS	STRATEGY TO OVERCOME AREAS OF UNDER-PERFORMANCE
Total Number of Monitoring studies conducted	20 Programmes	40 Programmes were monitored on facilitation and 24 programmes were analysed on participants' perceptions		Participants do not complete the forms sent online and this makes it difficult to get the actual initial assessment of programmes	
Total Number of Research Studies Conducted and Completed	2 Studies	The studies were completed, and data analysed.			
Total Number of Developed and Audited Standard Operating Procedures	20 Sop`s Developed and approved	20 SOP`s Developed		The SOP`s have been compiled and finalized but not yet work-shopped. Policies only work-shopped to form the foundation of SOP workshop	
Total Number of Programmes Verified and quality assured and sealed for audit readiness	50 Training Programmes Verified	64 Programmes Verified and Audit Ready			



CORPORATE GOVERNANCE

CORPORATE GOVERNANCE

INTRODUCTION

MGSLG is a non-profit company (NPC) duly registered in accordance with the laws of the Republic of South Africa. It is governed by the provisions of the Companies Act 71 of 2008 as amended.

GOVERNANCE FRAMEWORK

To ensure that the company remains at the forefront of best corporate governance practices, MGSLG complies with, amongst others, the following legislation and guiding principles:

- Constitution of the Republic of South Africa, 1996
- Companies Act 71 of 2008 (Act)
- Public Finance Management Act 1 of 1999 (PFMA)
- King IV Code on Corporate Governance (King IV)
- South African Schools Act 84 of 1996
- Protection of Personal Information (POPI) Act 4 of 2013
- Employment Equity Act no 55 of 1998
- Labour Relations Act no 66 of 1995 (as amended)
- Basic Conditions of Employment No. 75 of 1997

BOARD OF DIRECTORS

The majority of MGSLG's governance structure members are independent non-executive directors, all of whom were appointed by the Member in terms of the Memorandum of Incorporation (MOI).

In terms of the MOI, the Board shall not comprise less than three (3) Non-Executive Directors and not more than 15.

Following the resignation of Ms. Mkhefa on 31 January 2021 the Board now comprises of 14 Non-Executive members as listed below.

1. Ledimo, Tseliso Teboho Jeffery (Non-Executive) - Chairperson
2. Ntsali, Violet Nomvuyo (Non-Executive) – Deputy Chairperson
3. Makola, Lorraine Sarah Mathoto (Non-Executive)
4. Matakanya, Manaha (Non-Executive)
5. Matabane, Joconia Babsy (Non-Executive)
6. Saul, Tshidiso (Non-Executive)
7. Mdakane, Mhlengi Alex (Non-Executive)
8. Mthombeni, Samson Bengeza (Non- Executive)
9. Ramokhele, Bonolo Molemo (Non- Executive)
10. Constantinides, Catherine Sophia (Non- Executive)
11. Mogale, Tlangi Jina (Non- Executive)
12. Magerman, Errol Vincent (Non- Executive)
13. Matjila, Maupe George (Non- Executive)
14. Masingi, Sonnyboy Mandlenkosi (Non-Executive)
15. Makhubela, Thulani (Executive) Chief Executive Officer
16. Mahlangu, Sibusiso Justice (Executive) Chief Financial Officer

CHAIRPERSON & DEPUTY CHAIRPERSON

Mr. Tseliso Ledimo presided as the Board Chairperson on the 24th February 2020 and his term of office comes to an end on 01 October 2023. The same situation obtains for Ms. Violet Ntsali who serves the Deputy Chairperson of the Board.

NON-EXECUTIVE DIRECTORS DEMOGRAPHICS

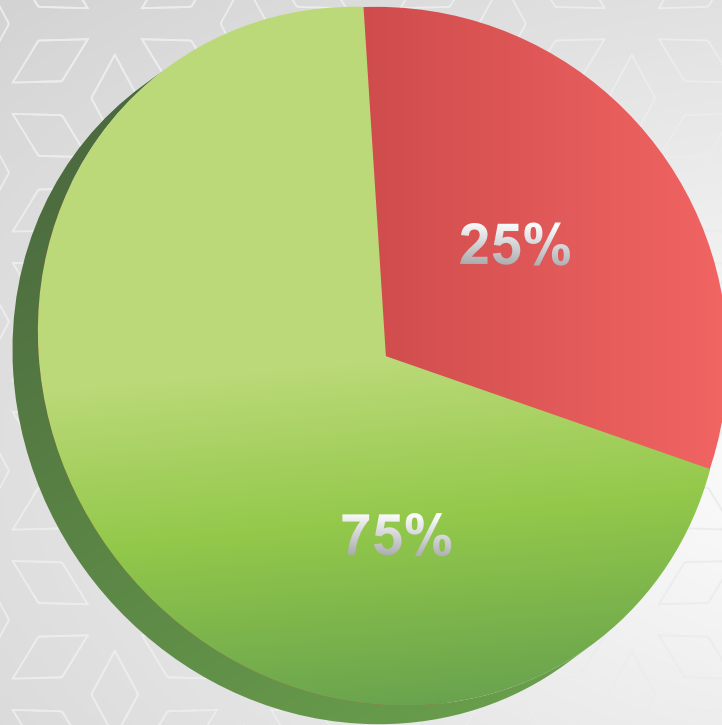


Chart 1:
Non-Executive Directors
Gender Profile

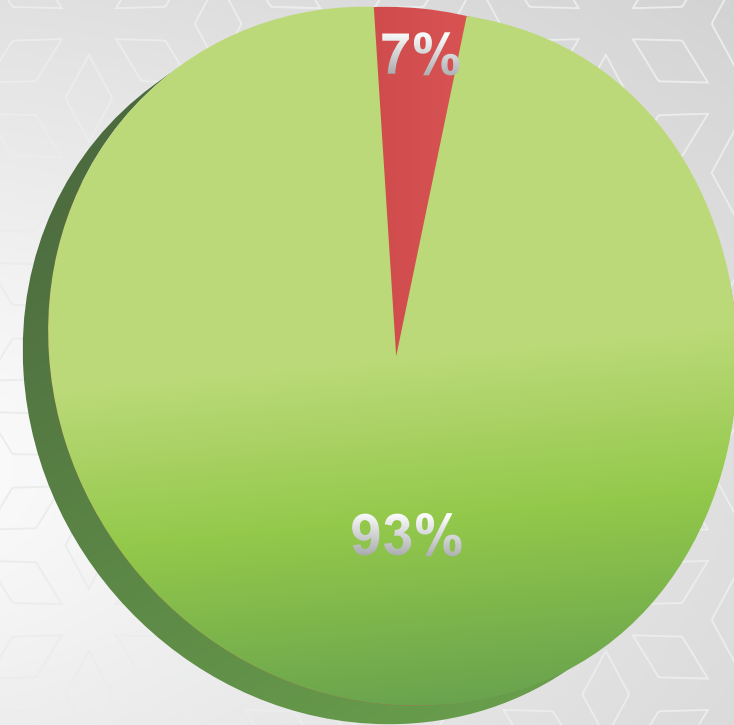


Chart 2:
Non-Executive Directors
Race Profile



CORPORATE GOVERNANCE

COMPANY SECRETARIAT

The Company Secretary is responsible for the secretariat function, governance advisory services, compliance management and plays a critical role in legal advisory to the Board and the organisation. The Company Secretary attends all board and committee meetings.

The Board and members of the Executive Committee have access to the Company Secretary for guidance on how to perform their duties and responsibilities in the best interests of the organisation. The Company Secretary is responsible for the on-going training of Board of Directors and the scheduling, preparation and administration for Board and Committee meetings.

BOARD OF DIRECTORS REMUNERATION

As a not-for-profit company, all MGSLG property and income - whether obtained by donations or profit by means of income generation activities - must be used to further its objectives. No company income may be paid to a member/ shareholder or directors.

Payment is only permissible when it is remuneration for goods delivered, services rendered and reimbursements for expenses arising from the advancement of the objectives of the company

Director's fees are approved by the Member (MEC) on recommendations made by the Board through its Human Resources, Remuneration and Social Ethics Committee. The Board directors' fees for the reporting period were formally approved by the Member.

Executive Directors are only compensated for their services in line with their applicable employment contracts as non-executive directors of the company.

DIRECTOR DEVELOPMENT

During the period under consideration, the Board was trained on the aspects below:

- Ethical Governance: IoDSA
- Protection of Personal Information (POPI) Act

DISCLOSURE OF INTEREST

Disclosure and transparency are partners of good governance, and they are in line with the principles contained in the King Code on Corporate Governance.

The Board Directors therefore declare any interest they may have in every Board and Committee Meeting. In addition, an Annual Declaration is conducted and updated in the declaration register.

BOARD RESOLUTIONS

During this reporting period the following was approved by the board:

- Q1 - Q4 Institutional Performance Report
- The 'Working from Home' Policy
- The IT Policy
- Staff annual salary adjustment
- The Corporate Strategy 2024

- 2021 Annual Memorial Lecture
- School Improvement Tender
- Video & Digital Content Tender
- Prioritising the SARS issue. An audience will be sought with the Member in this regard.

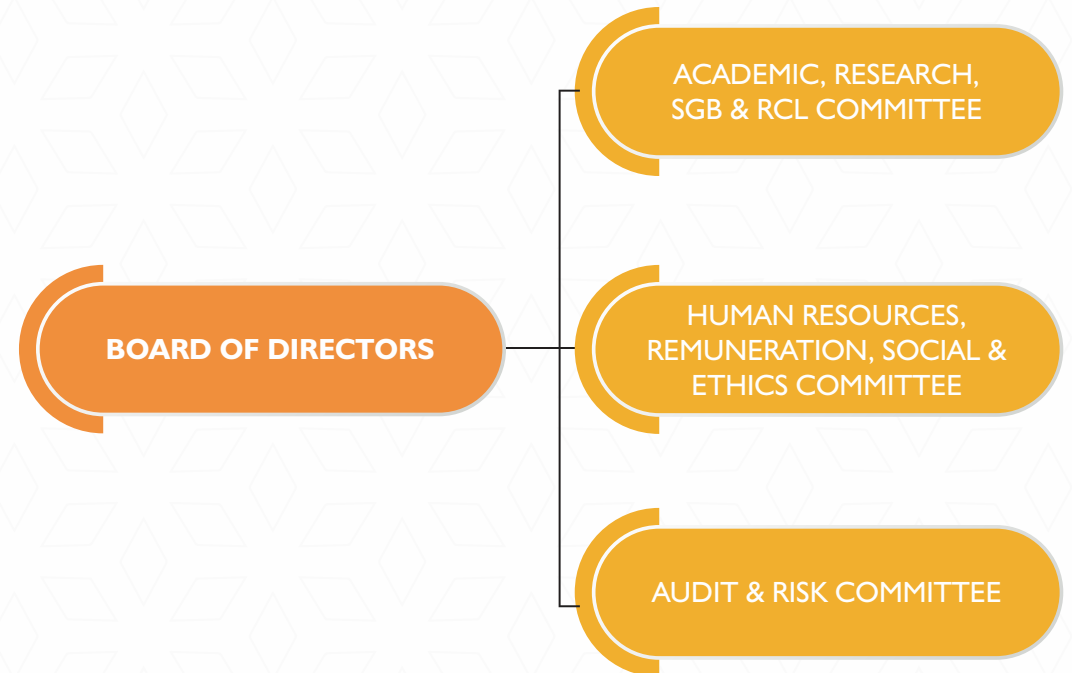
BOARD COMMITTEES

Board Committees play an important role in enhancing good corporate governance and improving internal controls to ensure the sustainable performance of MGSLG. They provide feedback and recommendations to the main Board and as such are chaired by independent non-executive directors.

All the committees have terms of reference and during the 2021/22 financial year all these terms of references were reviewed and formally approved by the Board of Directors

The Board has established the following committees:

- Academic, Research, School Governing Bodies (SGB) & Representative Council of Learners (RCL) Committee
- Human Resources, Remuneration, Social & Ethics Committee
- Audit & Risk Committee



CORPORATE GOVERNANCE

Academic, Research, SGB & RCL Committee

This committee convened as follows during the reporting period:

Directors	14 April 2021 Quarterly Meeting	09 June 2021 Quarterly Meeting	8 September 2021 Quarterly Meeting	26 November 2021 Quarterly Meeting	TOTAL
Matakanya, Manaha (Committee Chairperson)	✓	✓	✓	✓	4/4
Matabane, Jaconia	✓	✓	✓	✓	4/4
Ledimo, Tseliso	✓	✓	✓	✓	4/4
Makola, Lorraine	✓	✓	✓	✓	4/4
Matjila, Maupe	✓	✓	✓	✓	4/4
Mogale, Tlangi	✓	✓	✓	✓	4/4
Makhubela, Thulani (CEO)	✓	✓	✓	✓	4/4
Mahlangu, Sibusiso (CFO)	✓	✓	✓	✓	4/4

In Attendance Apology/not present

Audit & Risk Committee

This committee convened as follows during the reporting period:

Directors	16 April 2021 Quarterly Meeting	10 May 2021 Round Robin Resolution	11 June 2021 Quarterly Meeting	10 September 2021 Quarterly Meeting	29 September 2021 Special Meeting	30 November 2021 Quarterly Meeting	TOTAL
Ramokhele, Bonolo (Committee Chairperson)	✓	✓	✓	✓	✓	✓	6/6
Matabane, Joconia	✓	✓	✓	✓	✓	✓	6/6
Mdakane, Alex	✓	✓	✓	✓	✓	✓	6/6
Mthombeni, Samson	✓	✓	✓	✓	✓	✓	6/6
Constantinides, Catherine	✓	✓	✓	✓	✓	✓	6/6
Makhubela, Thulani (CEO)	✓	^	✓	✓	✓	✓	5/6
Mahlangu, Sibusiso (CFO)	✓	^	✓	✓	✓	✓	5/6

In Attendance
 Apology/not present
 Resigned/Not appointed/Non-executive directors meeting only

CORPORATE GOVERNANCE

Human Resources, Remuneration, Social & Ethics Committee

This committee convened as follows during the reporting period:

Directors	15 April 2021 Quarterly Meeting	04 June 2021 Special Meeting	10 June 2021 Quarterly Meeting	09 September 2021 Quarterly Meeting	22 October 2021 Special Meeting	29 November 2021 Quarterly Meeting	Total
Masingi, Mandlenkosi (Committee Chairperson)	✓	✓	✓	✓	✓	✓	6/6
Ntsali, Violet	✓	✓	✓	✓	✓	✓	6/6
Saul, Tshidiso	✓	✓	✓	✓	✓	✓	6/6
Matakanya, Manaha	✓	✓	✓	✓	✓	✓	6/6
Magerman, Vincent	✓	✓	✓	✓	✓	✓	6/6
Makhubela, Thulani (CEO)	✓	✓	✓	✓	✓	✓	6/6
Mahlangu, Sibusiso (CFO)	✓	✓	✓	✓	✓	✓	6/6

In Attendance
 Apology/not present
 Resigned/Not appointed/Non-executive directors meeting only

BOARD OF DIRECTORS MEETINGS AND ATTENDANCE

The Board meets at least four times a year and holds an Annual General Meeting (AGM) once a year. In addition to the four quarterly Board Meetings, special meetings are held when necessary. During the Board Meetings, the Board is kept abreast of progress through reports on the budget, strategy and performance on programmes undertaken by MGSLG, amongst other issues.

During the financial year under review, a total of thirteen (13) Board Meetings were held. The Board conducted four (4) ordinary meetings, one (1) Board Memorandum of Understanding (MOU) Workshop, one (1) Training session, five (5) special meetings, 1 Board session on repositioning and one (1) Annual General Meeting (AGM).

Board Meetings															
This committee convened as follows during the reporting period:															
Directors	Date of Appointment	30 April 2021 Ordinary Board Meeting	07 Jun 2021 Special Board Meeting	24 June 2021 IODSA Training	25 June 2021 Ordinary Board Meeting Special	22 Sept 2021 Ordinary Board Meeting	30 Sept 2021 AGM	15 Oct 2021 Special Board Meeting	28 Oct 2021 Special Board Meeting	10 Dec 2021 Ordinary Board Meeting	20 January 2022 Special Board Meeting	03-04 Feb 2022 Board Session (Repositioning)	17 Mar 2022 MOU Workshop	22 Mar 2022 Special Board Meeting	Total
Ledimo, Tseliso (Board Chairperson)	01/10/2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Ntsali, Violet (Deputy Chairperson)	01/10/2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Makola, Lorraine	01/10/2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Matakanya, Manaha	18/02/2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Saul, Tshidiso	01/10/2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Matabane, Joconia	01/11/2016	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13

CORPORATE GOVERNANCE

Board Meetings

This committee convened as follows during the reporting period:

Directors	Date of Appointment	30 April 2021 Ordinary Board Meeting	07 Jun 2021 Special Board Meeting	24 June 2021 IodDSA Training	25 June 2021 Ordinary Board Meeting Special	22 Sept 2021 Ordinary Board Meeting	30 Sept 2021 AGM	15 Oct 2021 Special Board Meeting	28 Oct 2021 Special Board Meeting	10 Dec 2021 Ordinary Board Meeting	20 January 2022 Special Board Meeting	03-04 Feb 2022 Board Session (Repositioning)	17 Mar 2022 MOU Workshop	22 Mar 2022 Special Board Meeting	Total
Mdakane, Mhlengi	24/11/2017	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Ramokhele, Bonolo	01/04/2019	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Masingi, Mandlenkosi	01/04/2019	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Mthombeni, Samson	01/04/2019	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Constantinides, Catherine	01/04/2019	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Magerman, Errol Vincent	01/11/2019	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Mogale, Tlangi	01/11/2019	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Matjila, Maupe	01/03/2020	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Makhubela, Thulani (CEO)	01/08/2018	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13
Mahlangu, Sibusiso (CFO)	01/03/2007	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13/13

In Attendance

Apology/not present



CORPORATE SERVICES

CORPORATE SERVICES

INTRODUCTION AND OVERVIEW ON CORPORATE SERVICES

The Corporate Services Resource priorities for the year under review and the impact of these priorities were the following:

- To anticipate and predict future workforce requirements to meet the changing strategic direction of the institution.
- To respond to the emerging model of service delivery as part of the changing strategic direction of the institution.
- To ensure effective planning for workforce changes in relation to the desired quality improvement and provision of services in line with the vision of becoming the best education institution of its kind in the province and nationally.
- To position HR as a strategic business partner that understands the business needs of the line managers and adds value to MGSLG rather than being a support function that facilitates transactional (mostly administrative) HR processes.

RECRUITMENT

Priorities were a workforce planning framework and key strategies for recruitment. Our strategic approaches were linked to the overall institutional strategy and direction that include responding to several key elements in our policies. The institutional strategies sought to grow the institution beyond the province and as part of the institutional repositioning strategy. We are also gearing our institution to be positioned as an Institution of Higher Learning (IHL) and thus are on a recruitment drive in pursuit of this noble call.

EMPLOYEE PERFORMANCE

The MGSLG Performance Management Policy is linked to development and identification of gaps. This is aligned to the Remuneration Policy that incentivises those who are performing at a higher level. We have completed the reviews for year, albeit under the difficult circumstances of COVID-19. We will be submitting a final report to the Exco and to Management on the overall performance of staff.

EMPLOYEE WELLNESS

MGSLG has a vibrant wellness programme that entails several physical activities, but most of these activities were held in abeyance due to the COVID-19 lockdown. However, during the last year we introduced a new programme with Discovery Health that focusses on employee wellbeing. The programme took into consideration the psychological needs and emotional wellbeing of staff during this testing period. This is an assistance programme that also looks at counselling for the legal, trauma and financial aspects of staff wellbeing.

Staff members utilized this resource well and towards the end of the year we will be putting in place a more formal and physical wellness programme as most on COVID-19 restrictions are removed by government.

POLICY DEVELOPMENT

MGSLG develops policy through engagement with all staff as well as executives in a process that is all-inclusive. The inputs from this process are then formulated as proposals for the Board of Directors' consideration and approval.

It is an annual process that seeks to ensure that all policies in the HR realm are in line with national legislation, and that all staff and management are updated and informed about the need for compliance therewith.

In the year under review, we have developed new policies for Independent Contractors which govern the employment of part time facilitators for short programmes and projects. We have also finalised the Work from Home (WFH) policy which assisted us to govern the new environment of operation under COVID-19 but also as an acceptance that the new environment has caused our operations to change.

HEALTH AND SAFETY

The institution operated on a phased-in operational plan during the COVID-19 pandemic in line with World Health Organization (WHO) recommendations. In the period we recorded deaths in the organization as 2 staff members passed away during the period under review. We further recorded 14 positive cases of COVID-19 in the period under review.

We are further gearing our infrastructure to be in tune with the repositioning agenda and strategies. We are converting the two campuses into the Early Childhood Development and the ICT campus as well.

ICT MANAGEMENT

The Board has delegated the responsibility for the implementation of technology governance to management. ICT is embedded in MGS LG's risk management programme, and these risks are reviewed on a quarterly basis at Risk Management Committee meetings. We have in the past year reviewed the ICT policy as well as the creation of the ICT framework which was adopted by the Board of Directors

Information Technology and Communication systems have been fine-tuned to support remote working, given the national lockdown because of the COVID-19 pandemic. This has further been linked to the WFH policy as well, which was adopted by the Board of Directors during the last year.

We have upgraded a great deal of infrastructure to be up to date with the needs of the new policies and remote work and have further finalised the Learner Management System (LMS) for core programme delivery.

EMPLOYMENT STATISTICS

MGS LG has an imbalance at Executive and Middle Management Levels, as most staff members are male and African. There is, however, an approved Employment Equity Plan that will address the imbalances going forward.

CORPORATE SERVICES

MGSLG Staff Profile										
Occupational Category	Gender & Racial Breakdown							Age Group		
	Male	Female	TOTAL	A	C	W	I	<35	35-55	>55
EXCO Members	9	4	13	13	0	0	0	1	9	3
Middle Management	10	7	17	12	1	1	3	2	11	4
Administrator/ PA/ Receptionist	19	34	53	47	6	0	0	22	27	4
ICT Trainers / ECD Facilitators	9	37	46	43	1	1	1	18	17	11
Support Staff	17	8	25	25	0	0	0	3	19	3
TOTALS	64	90	154	140	8	2	4	46	83	25

Key: A – African; C – Coloured; W – White; I – Indian

Table I: MGSLG Staff Profile

The overall staff complement of 154 does not include the component of staff employed temporarily for the purposes of SGB facilitation and support for school developmental purposes. There is an imbalance in our staff complement in that most staff members are of African descent, and we need to urgently recruit to create a more balanced staff demographic.

MGSLG STAFF PROFILE

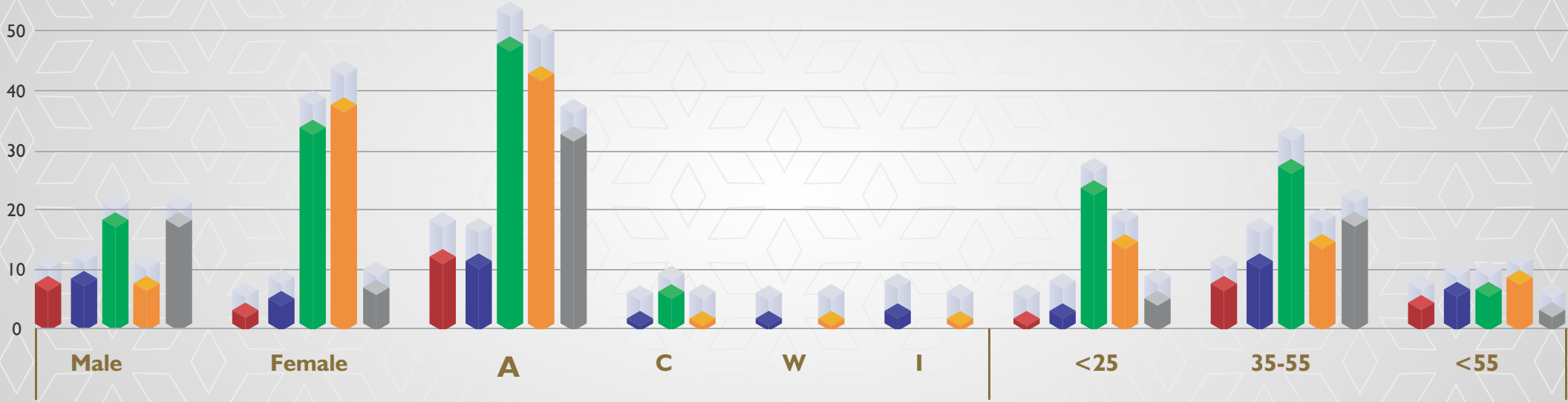


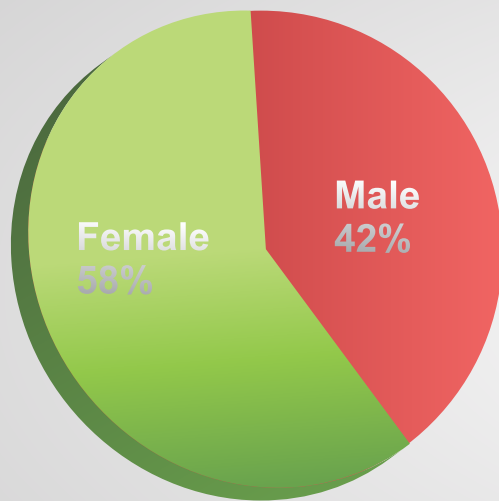
Figure 2: MGSLG Staff Profile

■ EXCO Member
 ■ Middle Management
 ■ Administrator/PA/Receptionist

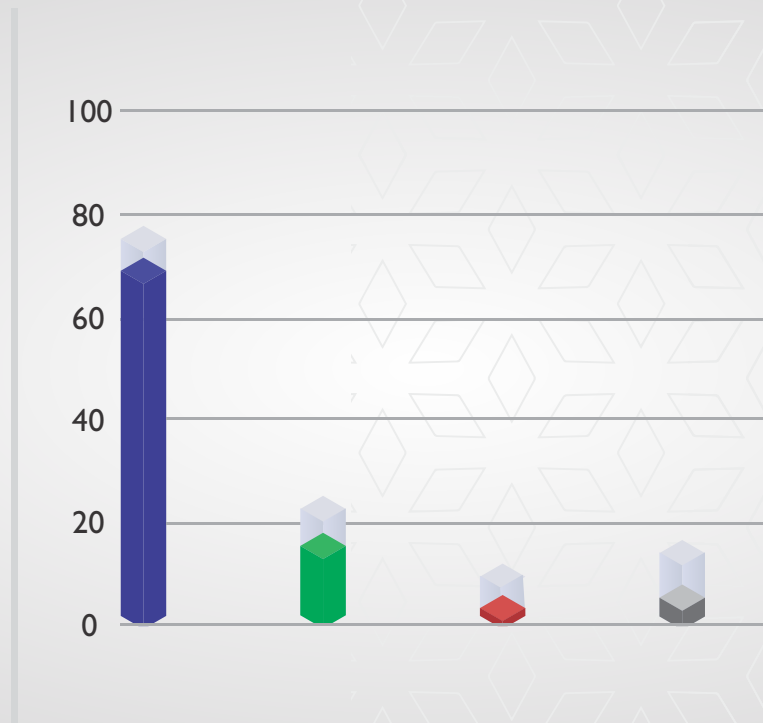
CORPORATE SERVICES

The discrepancy in equity balance is glaring, as depicted vividly in the graph above. The employment or attraction of Coloured, White, and Indian staff is almost non-existent. We need to attract these groups and ensure their retention. The figures below provide a clearer picture of the challenge.

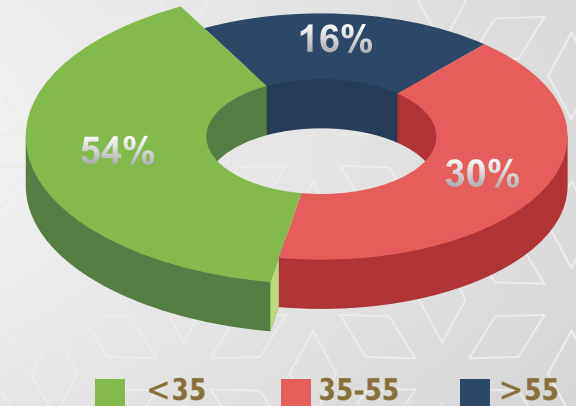
Gender Breakdown



Racial Breakdown



Age groups Breakdown



STAFF RETENTION

Staff retention within MGSLG is critical. The following grid represents our success in retaining staff as well as handling and processing labour relations matters:

Category	MGSLG Department					Totals
	Teacher Development and ICT	School Governance	Corporate Services	School Leadership	*Office of the CEO	
Resignations	0	0	0	0	0	0
Disciplinary Hearings	0	1	2	0	0	3
Expired Contracts	0	0	0	0	0	0
Retirements	1	0	0	0	0	1
Deceased	2	0	0	0	0	2

Table 3: Staff Retention

During the period under review, three disciplinary hearing were conducted, resulting in final written warnings and a termination of one contract.

Two employees passed away during this period during this period and one employee retired.



FINANCIAL REPORT



Matthew Goniwe
SCHOOL OF LEADERSHIP & GOVERNANCE
EDUCATE. EMPOWER. INNOVATE.

Matthew Goniwe School of Leadership and Governance
(Registration number 2002/025756/08)
Trading as Matthew Goniwe School of Leadership and Governance NPC
Financial statements
for the year ended 31 March 2022
Lunika Chartered Accountants Inc.
Chartered Accountants (SA)
Registered Auditors
Issued 30 September 2022

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Preparer
Sibusiso Mahlangu
CFO
Published
30 September 2022

GENERAL INFORMATION

Matthew Goniwe School of Leadership & Governance (Reg: No. 2002/025756/08)
Trading as Matthew Goniwe School of Leadership & Governance NPC
Financial Statements for the year ended 31 March 2022

Country of incorporation	South Africa	Bankers	Standard Bank of South Africa
Nature of business and principal activities	School Leadership, School Governance and Teacher Development Training	Auditors	Lunika Chartered Accountants Inc. Chartered Accountants (SA) Registered Auditors Unit 5 Lonehill Office Park Sandton Johannesburg
Directors	Ledimo Tséliso Makhubela Thulani Mahlangu Sibusiso Makola Lorraine Matabane Joconia Matakanya Manaha Mdakane Mhlengi Saul Tshidiso	Ntsali Violet Constantinides Catherine Magerman Errol Masingi Sonnyboy Matjila Maupe Mthombeni Bengeza Ramokhele Bonolo Mogale Tlangi	2002/025756/08
Registered office	40 Hull Street cnr 8th and Hull Street Vrededorp Johannesburg 2092	Company registration number	Level of assurance
Business address	40 Hull Street cnr 8th and Hull Street Vrededorp Johannesburg 2092	Preparer	These financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.
Postal address	Postnet Suite 161 Private Bag X9 Melville Johannesburg 2092		The financial statements were internally compiled by: Sibusiso Mahlangu CFO

DIRECTORS' RESPONSIBILITIES AND APPROVAL

The directors are required in terms of the Companies Act of South Africa to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 31 March 2023 and, in light of this review and the current financial position, they are satisfied that the company has or had access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's financial statements. The financial statements have been examined by the company's external auditors and their report is presented on pages 74 to 75.

The financial statements set out on pages 76 to 118, which have been prepared on the going concern basis, were approved by the board of directors on 30 September 2022 and were signed on their behalf by:

Approval of financial statements



Makhubela Thulani



Ledimo Tséliso

The directors have pleasure in submitting their report on the financial statements of Matthew Goniwe School of Leadership and Governance for the year ended 31 March 2022.

1. NATURE OF BUSINESS

Matthew Goniwe School of Leadership and Governance is a Non Profit Company (NPC) engaged in school leadership, school governance and teacher development capacity building interventions with principal operations in South Africa. The organisation is wholly funded by the Gauteng Department of Education (GDE) through grants and transfers.

There have been no material changes to the nature of the company's business from the prior year.

2. REVIEW OF FINANCIAL ACTIVITIES

The financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

The company recorded a net loss after tax for the year ended 31 March 2022 of R (15 040 056). This represented a decrease of 130% from the net profit after tax of the prior year of R 43 963 239.

The programme budget was allocated as per 2021/22 approved business plan. The allocations are as follows: Teacher Training or CATLM (Content, Assessment, Teaching & Learning Methodologies) and ICT R130 million; Early Childhood Development (ECD) R56 million, Psycho-Social Support & Life Skills R58 million, School Governance R32 million. The budget was revised by up R37million for the school safety programme. The psycho-social programme

budget was returned to the department during the last quarter of the financial year.

3. DIRECTORATE

The directors in office at the date of this report are as follows:

Directors	Office	Designation	Nationality
Ledimo Tséliso	Chairperson	Non-executive	South African
Makhubela Thulani	Chief Executive Officer	Executive	South African
Mahlangu Sibusiso	Finance Director	Executive	South African
Makola Lorraine		Non-executive	South African
Matabane Joconia		Non-executive	South African
Matakanya Manaha		Non-executive	South African
Mdakane Mhlengi		Non-executive	South African
Saul Tshidiso		Non-executive	South African
Ntsali Violet		Non-executive	South African
Constantinides Catherine		Non-executive	South African
Magerman Errol		Non-executive	South African
Masingi Sonnyboy		Non-executive	South African
Matjila Maupe		Non-executive	South African
Mthombeni Bengeza		Non-executive	South African
Ramokhele Bonolo		Non-executive	South African
Mogale Tlangi		Non-executive	South African

4. EVENTS AFTER THE REPORTING PERIOD

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

The board is aware of the COVID-19 pandemic as well as the country's downgrade to sub-investment grade. The pandemic related events are considered to be adjusting events after the reporting period. There is no immediate concern around going concern. Management has established high-level task teams that are continually assessing and monitoring developments with regard to the disease and at the time of finalising the report, the board is confident that our responses are adequate and the crisis is being continuously monitored to assess the impact on the company.

The financial estimate cannot be determined reliably as the extent of COVID - 19 is unknown. An analysis has been prepared by the board, regarding the potential long-term effect of the disease, based on information available at approval date. This analysis is continuously updated.

The directors are not aware of any other material event which occurred after the reporting date and up to the date of this report.

5. GOING CONCERN

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

These conditions give rise to a material uncertainty which may cast significant doubt about the company's ability to continue as a going concern and, therefore that it may be unable to realise its assets and discharge its liabilities in the normal course of business.

The ability of the company to continue as a going concern is dependent on a number of factors. The most significant of these is that the directors continue to

procure funding for the ongoing operations for the company.

6. AUDITORS

Lunika Chartered Accountants Inc. continued in office as auditors for the company for 2022.

At the AGM, the shareholder will be requested to reappoint Lunika Chartered Accountants Inc. as the independent external auditors of the company and to confirm Mr Samkelo Mxunyelwa CA (SA) as the designated lead audit partner for the 2023 financial year.

7. SECRETARY

The company secretary is Mr Andile Qodashe.

Postal address: Postnet Suite 161
Private Bag X9
Melville
Johannesburg
2092

Business address: 40 Hull Street
cnr 8th and Hull Street
Vrededorp
Johannesburg
2092

8. DATE OF AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

The financial statements have been authorised for issue by the directors on Friday, 30 September 2022. No authority was given to anyone to amend the financial statements after the date of issue.

TO THE SHAREHOLDER OF MATTHEW GONIWE SCHOOL OF LEADERSHIP AND GOVERNANCE

OPINION

We have audited the financial statements of Matthew Goniwe School of Leadership and Governance (the company) set out on pages 76 to 117, which comprise the statement of financial position as at 31 March 2022, statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Matthew Goniwe School of Leadership and Governance as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence

we have obtained is sufficient and appropriate to provide a basis for our opinion.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information included in the document titled "Matthew Goniwe School of Leadership and Governance financial statements for the year ended 31 March 2022", which includes the Directors' Report as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.


Lunika Chartered Accountants Inc.
Samkelo Mxunyelwa CA (SA)
Partner

Chartered Accountants (SA)
Registered Auditors
30 September 2022

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

Figures in Rand	Note(s)	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	3	24 097 051	24 227 157
Right-of-use assets	4	1 427 386	2 140 993
Intangible assets	5	213 534	142 001
Trade and other receivables	7	63 241 329	58 886 470
		88 979 300	85 396 621
Current Assets			
Trade and other receivables	7	8 162 666	4 983 289
Cash and cash equivalents	8	117 186 026	156 342 735
		125 348 692	161 326 024
Total Assets		214 327 992	246 722 645
Equity and Liabilities			
Equity			
Retained income		114 263 235	129 303 291

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

Figures in Rand	Note(s)	2022	2021
Liabilities			
Non-Current Liabilities			
Lease liabilities	4	832 950	1 541 807
Deferred income	9	18 510 468	19 060 471
		19 343 418	20 602 278
Current Liabilities			
Trade and other payables	11	5 855 149	4 833 537
Lease liabilities	4	708 857	599 186
Deferred income	9	69 082 308	84 317 680
Provisions	10	5 075 025	7 066 673
		80 721 339	96 817 076
Total Liabilities		100 064 757	117 419 354
Total Equity and Liabilities		214 327 992	246 722 645

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

Figures in Rand	Note(s)	2022	2021
Revenue	12	301 535 374	272 053 088
Cost of sales	13	(232 680 116)	(151 295 412)
Gross profit		68 855 258	120 757 676
Other operating income	14	460 431	108 046
Other operating gains (losses)	15	(176 624)	(20 815)
Other operating expenses		(88 012 786)	(80 062 994)
Operating (loss) profit	16	(18 873 721)	40 781 913
Investment income	17	3 950 072	3 198 571
Finance costs	18	(116 407)	(17 245)
(Loss) profit for the year		(15 040 056)	43 963 239
Other comprehensive income		-	-
Total comprehensive (loss) income for the year		(15 040 056)	43 963 239

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Note(s)	Retained Income	Total Equity
Balance at 01 April 2020		85 340 052	85 340 052
Profit for the year		43 963 239	43 963 239
Other comprehensive income		-	-
Total comprehensive income for the year		43 963 239	43 963 239
Balance at 01 April 2021		129 303 291	129 303 291
Loss for the year		(15 040 056)	(15 040 056)
Other comprehensive income		-	-
Total comprehensive Loss for the year		(15 040 056)	(15 040 056)
Balance at 31 March 2022		114 263 235	114 263 235

STATEMENT OF CASH FLOWS

Matthew Goniwe School of Leadership & Governance (Reg: No. 2002/025756/08)
Trading as Matthew Goniwe School of Leadership & Governance NPC
Financial Statements for the year ended 31 March 2022

Figures in Rand	Note(s)	2022	2021
Cash flows from operating activities			
Cash (used in)/generated from operations	21	(40 690 659)	41 439 390
Interest income		3 950 072	3 198 571
Finance costs		(116 407)	(17 245)
Net cash from operating activities		(36 856 994)	44 620 716
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(1 582 722)	(134 443)
Sale of property, plant and equipment	3	168 762	9 398
Purchase of other intangible assets	5	(135 825)	-
Sale of other intangible assets	5	25 880	-
Net cash from investing activities		(1 523 905)	(125 045)
Cash flows from financing activities			
Payment on lease liabilities		(775 810)	(428 717)
Total cash movement for the year		(39 156 709)	44 066 954
Payment on lease liabilities		156 342 735	112 275 781
Total cash at end of the yea	8	117 186 026	156 342 735

CORPORATE INFORMATION

Matthew Goniwe School of Leadership and Governance is a non-profit company incorporated and domiciled in South Africa.

The financial statements for the year ended 31 March 2022 were authorised for issue in accordance with a resolution of the directors on .

I. SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below.

I.1 BASIS OF PREPARATION

The financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these financial statements and the Companies Act of South Africa of South Africa, as amended.

These financial statements comply with the requirements of the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee and the Financial Reporting Pronouncements as issued by the Financial Reporting Standards Council.

The financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the principal accounting policies set out below. They are presented in Rands, which is the company's functional currency.

These accounting policies are consistent with the previous period.

I.2 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements in conformity with IFRS requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

The critical judgements made by management in applying accounting policies, apart from those involving estimations, that have the most significant effect on the amounts recognised in the financial statements, are outlined as follows:

CRITICAL JUDGEMENTS IN DETERMINING THE LEASE TERM

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option: or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

KEY SOURCES OF ESTIMATION UNCERTAINTY

IMPAIRMENT TESTING

The company reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable.

When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

Useful lives of property, plant and equipment

Management assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of motor vehicles, furniture and computer equipment are determined based on company replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters. The useful life of manufacturing equipment is assessed annually based on factors including wear and tear, technological obsolescence and usage requirements.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

PROVISIONS

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in note 10.

1.3 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the company, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset, including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	50 years
Furniture and fixtures	Straight line	12.5 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	9 years
IT equipment	Straight line	3 - 9 years
Other property, plant and equipment	Straight line	9 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.4 INTANGIBLE ASSETS

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Computer software, other	Straight line	9 years

1.5 FINANCIAL INSTRUMENTS

Financial instruments held by the company are classified in accordance with the provisions of IFRS 9 Financial Instruments. Broadly, the classification possibilities, which are adopted by the company, as applicable, are as follows:

Financial assets which are equity instruments:

- Mandatorily at fair value through profit or loss; or
- Designated as at fair value through other comprehensive income. (This designation is not available to equity instruments which are held for trading or which are contingent consideration in a business combination).

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or

- Fair value through other comprehensive income. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is achieved by both collecting contractual cash flows and selling the instruments); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments which do not qualify as at amortised cost or at fair value through other comprehensive income); or
- Designated at fair value through profit or loss. (This classification option can only be applied when it eliminates or significantly reduces an accounting mismatch).

Derivatives which are not part of a hedging relationship:

- Mandatorily at fair value through profit or loss.

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss. (This applies to contingent consideration in a business combination or
- to liabilities which are held for trading); or
- Designated at fair value through profit or loss. (This classification option can be applied when it eliminates or significantly reduces an accounting mismatch; the liability forms part of a group of financial instruments managed on a fair value basis; or it forms part of a contract containing an embedded derivative and the entire contract is designated as at fair value through profit or loss).

Note 25 Financial instruments and risk management presents the financial instruments held by the company based on their specific classifications. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the company are presented below:

TRADE AND OTHER RECEIVABLES

CLASSIFICATION

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 7).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the company's business model is to collect the contractual cash flows on trade and other receivables.

RECOGNITION AND MEASUREMENT

Trade and other receivables are recognised when the company becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance

IMPAIRMENT

The company recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The company measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

MEASUREMENT AND RECOGNITION OF EXPECTED CREDIT LOSSES

The company makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade and other receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix is presented in note 7.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 16).

WRITE OFF POLICY

The company writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the company recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

TRADE AND OTHER PAYABLES

CLASSIFICATION

Trade and other payables (note 11), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

RECOGNITION AND MEASUREMENT

They are recognised when the company becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 18).

Trade and other payables expose the company to liquidity risk and possibly to interest rate risk. Refer to note 25 for details of risk exposure and management thereof.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

1.6 HEDGE ACCOUNTING

1.7 TAX

CURRENT TAX ASSETS AND LIABILITIES

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

DEFERRED TAX ASSETS AND LIABILITIES

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses and unused STC credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused STC credits can be utilised.

TAX EXPENSES

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognised, in the same or a different period, to other comprehensive income, or
- a business combination.

Current tax and deferred taxes are charged or credited to other comprehensive income if the tax relates to items that are credited or charged, in the same or a different period, to other comprehensive income.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

1.8 LEASES

The company assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the company has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

COMPANY AS LESSEE

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the company is a lessee.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However as an exception to the preceding paragraph, the company has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the company is a lessee are presented in note 4 Leases (company as lessee).

LEASE LIABILITY

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the company uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the company under residual value guarantees;
- the exercise price of purchase options, if the company is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the company is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses (note 4).

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 18).

The company remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the company will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

RIGHT-OF-USE ASSETS

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the company incurs an obligation to do so, unless these costs are incurred to produce
- inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. .Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

1.9 IMPAIRMENT OF ASSETS

The company assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the company estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the company also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.
- tests goodwill acquired in a business combination for impairment annually.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

1.10 SHARE CAPITAL AND EQUITY

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

Ordinary shares are recognised at par value and classified as 'share capital' in equity. Any amounts received from the issue of shares in excess of par value is classified as 'share premium' in equity. Dividends are recognised as a liability in the company in which they are declared.

1.11 EMPLOYEE BENEFITS

SHORT-TERM EMPLOYEE BENEFITS

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

DEFINED CONTRIBUTION PLANS

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

I.12 PROVISIONS AND CONTINGENCIES

Provisions are recognised when:

- the company has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating losses.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
 - the business or part of a business concerned;
 - the principal locations affected;
 - the location, function, and approximate number of employees who will be compensated for terminating their services;

- the expenditures that will be undertaken; and
- when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

After their initial recognition contingent liabilities recognised in business combinations that are recognised separately are subsequently measured at the higher of:

- the amount that would be recognised as a provision; and
 - the amount initially recognised less cumulative amortisation.
- Contingent assets and contingent liabilities are not recognised.

Contingencies are disclosed in note 22.

I.13 GOVERNMENT GRANTS

Government grants are recognised when there is reasonable assurance that:

- the company will comply with the conditions attaching to them; and
- the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the profit or loss (separately).

Repayment of a grant related to income is applied first against any un-amortised deferred credit set up in respect of the grant. To the extent that the repayment exceeds any such deferred credit, or where no deferred credit exists, the repayment is recognised immediately as an expense.

Repayment of a grant related to an asset is recorded by increasing the carrying amount of the asset or reducing the deferred income balance by the amount repayable. The cumulative additional depreciation that would have been recognised to date as an expense in the absence of the grant is recognised immediately as an expense.

1.14 REVENUE FROM CONTRACTS WITH CUSTOMERS

1.15 TURNOVER

Turnover comprises of sales to customers and service rendered to customers. Turnover is stated at the invoice amount and is exclusive of value added taxation.

2. NEW STANDARDS AND INTERPRETATIONS

2.1 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

The company has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the company's accounting periods beginning on or after 01 April 2022 or later periods:

AMENDMENTS TO IFRS 10 AND IAS 28: SALE OR CONTRIBUTION OF ASSETS BETWEEN AN INVESTOR AND ITS ASSOCIATE OR JOINT VENTURE

If a parent loses control of a subsidiary which does not contain a business, as a result of a transaction with an associate or joint venture, then the gain or loss on the loss of control is recognised in the parents' profit or loss only to the extent of the unrelated investors' interest in the associate or joint venture. The remaining gain or loss is eliminated against the carrying amount of the investment in the associate or joint venture. The same treatment is followed for the measurement to fair value of any remaining investment which is itself an associate or joint venture. If the remaining investment is accounted for in terms of IFRS 9, then the measurement to fair value of that interest is recognised in full in the parents' profit or loss.

The effective date of the amendment is to be determined by the IASB.

It is unlikely that the amendment will have a material impact on the company's financial statements.

DEFERRED TAX RELATED TO ASSETS AND LIABILITIES ARISING FROM A SINGLE TRANSACTION - AMENDMENTS TO IAS 12

The amendment adds an additional requirement for transactions which will not give rise to the recognition of a deferred tax asset or liability on initial recognition. Previously, deferred tax would not be recognised on the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction affects neither accounting profit or loss. The additional requirement provides that the transaction, at the time of the transaction must not give rise to equal taxable and deductible temporary differences.

The effective date of the amendment is for years beginning on or after 01 January 2023.

It is unlikely that the amendment will have a material impact on the company's financial statements.

DISCLOSURE OF ACCOUNTING POLICIES: AMENDMENTS TO IAS 1 AND IFRS PRACTICE STATEMENT 2.

IAS 1 was amended to require that only material accounting policy information shall be disclosed in the financial statements. The amendment will not result in changes to measurement or recognition of financial statement items, but management will undergo a review of accounting policies to ensure that only material accounting policy information is disclosed.

The effective date of the amendment is for years beginning on or after 01 January 2023.

It is unlikely that the amendment will have a material impact on the company's financial statements.

DEFINITION OF ACCOUNTING ESTIMATES: AMENDMENTS TO IAS 8

The definition of accounting estimates was amended so that accounting estimates are now defined as "monetary amounts in financial statements that are subject to measurement uncertainty."

The effective date of the amendment is for years beginning on or after 01 January 2023.

It is unlikely that the amendment will have a material impact on the company's financial statements.

CLASSIFICATION OF LIABILITIES AS CURRENT OR NON-CURRENT - AMENDMENT TO IAS 1

The amendment changes the requirements to classify a liability as current or non-current. If an entity has the right at the end of the reporting period, to defer settlement of a liability for at least twelve months after the reporting period, then the liability is classified as non-current.

If this right is subject to conditions imposed on the entity, then the right only exists, if, at the end of the reporting period, the entity has complied with those conditions.

In addition, the classification is not affected by the likelihood that the entity will exercise its right to defer settlement. Therefore, if the right exists, the liability is classified as non-current even if management intends or expects to settle the liability within twelve months of the reporting period.

Additional disclosures would be required in such circumstances.

The effective date of the amendment is for years beginning on or after 01 January 2023.

It is unlikely that the amendment will have a material impact on the company's financial statements.

IFRS 17 INSURANCE CONTRACTS

The IFRS establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts issued.

The effective date of the standard is for years beginning on or after 01 January 2023.

It is unlikely that the standard will have a material impact on the company's financial statements.

ANNUAL IMPROVEMENT TO IFRS STANDARDS 2018-2020: AMENDMENTS TO IFRS 1

A subsidiary that uses the cumulative translation differences exemption, may elect in its financial statements, to measure cumulative translation differences for all foreign operations at the carrying amount that would be included in the parent's consolidated financial statements, based on the parent's date of transition to IFRS if no adjustments were made for consolidation procedures and for the effects of the business combination in which the parent acquired the subsidiary.

The effective date of the company is for years beginning on or after 01 January 2022.

It is unlikely that the amendment will have a material impact on the company's financial statements.

PROPERTY, PLANT AND EQUIPMENT: PROCEEDS BEFORE INTENDED USE: AMENDMENTS TO IAS 16

The amendment relates to examples of items which are included in the cost of an item of property, plant and equipment. Prior to the amendment, the costs of testing whether the asset is functioning properly were included in the cost of the asset after deducting the net proceeds of selling any items which were produced during the test phase. The amendment now requires that any such proceeds and the cost of those items must be included in profit or loss in accordance with the related standards. Disclosure of such amounts is now specifically required.

The effective date of the company is for years beginning on or after 01 January 2022.

It is unlikely that the amendment will have a material impact on the company's financial statements.

ONEROUS CONTRACTS - COST OF FULFILLING A CONTRACT: AMENDMENTS TO IAS 37

The amendment defined the costs that are included in the cost of fulfilling a contract when determining the amount recognised as an onerous contract. It specifies that the cost of fulfilling a contract comprises the costs that relate directly to the contract. These are both the incremental costs of fulfilling the contract as well as an allocation of other costs that relate directly to fulfilling contracts (for example depreciation allocation).

The effective date of the company is for years beginning on or after 01 January 2022.

It is unlikely that the amendment will have a material impact on the company's financial statements.

ANNUAL IMPROVEMENT TO IFRS STANDARDS 2018-2020: AMENDMENTS TO IAS 41

"Taxation" has been removed from the list of cash flows excluded from the fair value determination of biological assets.

The effective date of the company is for years beginning on or after 01 January 2022.

It is unlikely that the amendment will have a material impact on the company's financial statements.

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3. Property, plant and equipment

	2022			2021		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Used within the company						
Buildings	27 501 046	(7 682 092)	19 818 954	27 501 046	(7 132 090)	20 368 956
Furniture and fixtures	1 796 526	(1 179 992)	616 534	1 796 526	(1 044 449)	752 077
Motor vehicles	721 085	(72 109)	648 976	363 636	(363 636)	-
Office equipment	1 945 762	(1 280 528)	665 234	2 069 097	(1 192 720)	876 377
IT equipment	4 790 493	(2 573 672)	2 216 821	4 703 046	(2 643 489)	2 059 557
Other property, plant and equipment	473 813	(343 281)	130 532	473 813	(303 623)	170 190
Total	37 228 725	(13 131 674)	24 097 051	36 907 164	(12 680 007)	24 227 157

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3. Property, plant and equipment

Reconciliation of property, plant and equipment - Company

	Buildings	Furniture and fixtures	Motor vehicles	Office equipment	IT equipment	Other property, plant and equipment	Total
Cost							
At 01 April 2020	27 501 046	2 496 250	363 636	2 354 597	5 776 509	638 566	39 130 604
Additions	-	9 755	-	124 670	-	18	134 443
Disposals and scrappings	-	(709 479)	-	(410 170)	(1 073 463)	(164 771)	(2 357 883)
At 31 March 2021	27 501 046	1 796 526	363 636	2 069 097	4 703 046	473 813	36 907 164
Additions	-	-	721 085	-	861 637	-	1 582 772
Disposals and scrappings	-	-	(363 636)	(123 335)	(774 190)	-	(1 261 161)
Undefined Difference	-	-	-	-	-	(473 813)	(478 813)
At 31 March 2022	27 501 046	1 796 526	721 085	1 945 762	4 790 493	473 813	37 228 725
Depreciation and impairment							
At 01 April 2020	(6 582 088)	(1 614 332)	(296 901)	(1 396 371)	(3 182 178)	(425 537)	(13 497 407)
Disposals	-	706 573	-	406 644	1 073 345	161 923	2 348 485
Depreciation	(550 002)	(136 690)	(66 735)	(202 993)	(510 205)	(40 009)	(1 506 634)
Impairment loss recognised in income	-	-	-	-	(24 451)	-	(24 451)
Undefined Difference	-	-	-	-	-	303 623	303 623
At 31 March 2021	(7 132 090)	(1 044 449)	(363 636)	(1 192 720)	(2 643 489)	(303 623)	(12 680 007)
Disposals	-	-	363 636	109 845	618 918	-	1 092 389
Depreciation	(550 002)	(135 543)	(72 109)	(197 653)	(549 101)	(39 658)	(1 544 066)
Undefined Difference	-	-	-	-	-	343 281	343 281
At 31 March 2022	(7 682 092)	(1 179 992)	(72 109)	(1 280 528)	(2 573 672)	(343 281)	(13 131 674)

Carrying amount

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand							2022	2021
	Buildings	Furniture and fixtures	Motor vehicles	Office equipment	IT equipment	Other property, plant and equipment	Total	
Cost	27 501 046	1 796 526	363 636	2 069 097	4 703 046	473 813	36 907 164	
Accumulated depreciation and impairment	(7 132 090)	(1 044 449)	(363 636)	(1 192 720)	(2 643 489)	(303 623)	(12 680 007)	
At 31 March 2021	20 368 956	752 077	-	876 377	2 059 557	170 190	24 227 157	
Cost	27 501 046	1 796 526	721 085	1 945 762	4 790 493	473 813	37 228 725	
Accumulated depreciation and impairment	(7 682 092)	(1 179 992)	(72 109)	(1 280 528)	(2 573 672)	(343 281)	(13 131 674)	
At 31 March 2022	19 818 954	616 534	648 976	665 234	2 216 821	130 532	24 097 051	

4. Leases (company as lessee)

The company has the option to purchase the plant at a nominal amount on completion of the lease term.

Details pertaining to leasing arrangements, where the company is lessee are presented below:

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are included in the following line items:

Buildings	<u>1 427 386</u>	<u>2 140 993</u>
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Depreciation recognised on right-of-use assets

Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 16), as well as depreciation which has been capitalised to the cost of other assets.

Buildings	<u>713 607</u>	<u>499 815</u>
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NOTES TO THE FINANCIAL STATEMENTS

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Other disclosures		
Interest expense on lease liabilities	111 851	11 095
Lease liabilities		
Lease liabilities have been included in the borrowings line item on the statement of financial position. Refer to note Borrowings.		
The maturity analysis of lease liabilities is as follows:		
Within one year	782 141	711 037
Two to five years	832 950	1 541 807
	1 615 091	2 252 844
Less finance charges component	(73 284)	(111 851)
	1 541 807	2 140 993
Non-current liabilities	832 950	1 541 807
Current liabilities	708 857	599 186
	1 541 807	2 140 993

NOTES TO THE FINANCIAL STATEMENTS

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5. Intangible assets

	2022			2021		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Computer software, other	502 618	(289 084)	213 534	479 808	(337 807)	142 001

Reconciliation of intangible assets - 2022

	Opening balance	Additions	Disposals	Amortisation	Total
Computer software, other	142 001	135 825	(25 880)	(38 412)	213 534

Reconciliation of intangible assets - 2021

	Opening balance	Amortisation	Total
	179 642	(37 641)	142 001

6. Loans receivable

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NOTES TO THE FINANCIAL STATEMENTS

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7. Trade and other receivables		
Financial instruments:		
Trade receivables	63 241 329	58 907 170
Accrued income	432 201	325 860
Trade receivables at amortised cost	63 673 530	59 233 030
Other receivable	103 028	103 028
Non-financial instruments:		
VAT	7 422 862	4 312 811
Prepayments	204 575	220 890
Total trade and other receivables	71 403 995	63 869 759
Split between non-current and current portions		
Non-current assets	63 241 329	58 886 470
Current assets	8 162 666	4 983 289
	71 403 995	63 869 759
Financial instrument and non-financial instrument components of trade and other receivables		
At amortised cost	63 776 558	59 336 058
Non-financial instruments	7 627 437	4 533 701
	71 403 995	63 869 759

Exposure to credit risk

Figures in Rand	2022	2021
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Trade receivables inherently expose the company to credit risk, being the risk that the company will incur financial loss if customers fail to make payments as they fall due.

The organisation's exposure to credit risk is influenced mainly by the individual characteristics of the GDE. The demographics of the GDE, including the default risk of the industry and country, in which the GDE operates, has major influence on credit risk.

The organisation does not have a customer base and as such does not require to analyse customers individually for creditworthiness before the organisation's standard payment terms and conditions are offered. The transactions with the GDE over the years have had no implications on losses having to be incurred. The current year balance for Trade debtors is not material and as such no allowance for impairment and expected losses in respect of Trade and other receivables has been accounted for in accordance with IFRS 9.

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

8. Cash and cash equivalents

Cash and cash equivalents consist of

Cash on hand	4 000	4 000
Short-term deposits	117 181 533	156 338 250
Other cash and cash equivalents	493	485
	117 186 026	156 342 735

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand	2022	2021
9. Deferred income		
Non-current liabilities	18 510 468	19 060 471
Current liabilities	69 082 308	84 317 680
	87 592 776	103 378 151

The nature and extent of government grants recognised in the financial statements and an indication of other forms of government assistance from which the entity has directly benefited.

The non-current liabilities arises from a 99 year building lease with GDE: R18 510 468 (2021:R19 610 473) less current year transfer of R550 021 results in the current year balance of R18 510 468 (2021:R19 060 471).

The deferred income liability is subject to terms and conditions of the grant provided by the GDE. The amount so distributed can only be used for the specified conditions as per the Service Level Agreements. Any amount not used is either carried forward or returned to the GDE. The GDE has discretion to redirect the use of the residual balances of projects completed.

The reconciliation of the deferred income is as follows:

Heading	2022	2021
Opening balance	103 378 151	105 014 240
Grant received - projects	315 178 999	260 388 000
Grant received - overheads	10 571 000	10 029 000
Amortisation of right of use	(550 002)	(550 002)
Project expenditure - revenue recognised	(290 414 372)	(261 474 087)
Overhead usage - revenue recognised	(10 571 000)	(10 290 000)
Grant refunds	(40 000 000)	-
Grant refunds	87 592 776	103 378 151

NOTES TO THE FINANCIAL STATEMENTS

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10. Provisions

Reconciliation of provisions - 2022

	Opening balance	Additions	Utilised during the year	Reversed during the year	Total
Provision for performance bonus	6 533 280	2 821 687	(4 779 569)	-	4 575 398
Provision for 13th Cheque	533 393	-	(7 381)	(26 385)	499 627
	7 066 673	2 821 687	(4 786 950)	(26 385)	5 075 025

Reconciliation of provisions - 2021

	Opening balance	Additions	Utilised during the year	Total
Provision for performance bonus	3 519 825	6 533 280	(3 519 825)	6 533 280
Provision for 13th Cheque	510 289	533 393	(510 289)	533 393
	4 030 114	7 066 673	(4 030 114)	7 066 673

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand	2022	2021
11. Trade and other payables		
Financial instruments:		
Trade payables:	1 712 987	1 043 094
Accrued leave pay	3 168 797	3 279 801
Accrued expense I	548 091	103 458
Accrued audit fees	425 274	407 184
	5 855 149	4 833 537

Financial instrument and non-financial instrument components of trade and other payables

At amortised cost	5 855 148	4 833 537
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12. Grant Income Earned

Grant income - summary

Government grants and transfers	300 985 372	271 503 086
Right of use of Heritage Site Building	550 002	550 002
	301 535 374	272 053 088

Disaggregation of revenue from contracts with customers

The company disaggregates revenue from customers as follows:

Rendering of services

Services revenue	300 985 372	271 503 086
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Figures in Rand	2022	2021
Other revenue		
Miscellaneous other revenue	550 002	550 002
Total revenue from contracts with customers	301 535 374	272 053 088

13. Cost of projects Carried out

Rendering of services	232 680 116	151 295 412
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Rendering of services

Costs incurred	232 680 116	151 295 412
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14. Other operating income

Compensation from insurance claims	-	1 823
Skills Development Levy refund	89 775	85 102
Other income	370 656	21 121
	460 431	108 046

15. Other operating gains (losses)

Gains (losses) on disposals, scrappings and settlements

Non-current assets held for sale and disposal groups	(176 624)	(20 815)
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NOTES TO THE FINANCIAL STATEMENTS

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Figures in Rand	2022	2021
16. Operating profit (loss)		
Operating (loss) profit for the year is stated after charging (crediting) the following, amongst others:		
Auditor's remuneration - external		
Audit fees	486 351	1 147 208
Auditor's remuneration - internal	83 731	603 414
Remuneration, other than to employees		
Consulting and professional services	2 401 863	722 811
Employee costs		
Salaries, wages, bonuses and other benefits	57 220 131	60 543 184
Depreciation and amortisation		
Depreciation of property, plant and equipment	1 544 067	1 506 634
Depreciation of right-of-use assets	713 607	499 815
Amortisation of intangible assets	38 412	37 641
Total depreciation and amortisation	2 296 086	2 044 090
Impairment losses		
Property, plant and equipment	-	24 451

Figures in Rand	2022	2021
17. Investment income		
Interest income		
Investments in financial assets:		
Bank and other cash	3 950 072	3 198 571
18. Finance costs		
Lease liabilities	111 851	11 095
Lease liabilities	4 556	6 150
Total finance costs	116 407	17 245
19. Employee costs		
Employee costs		
Basic	52 279 496	56 086 345
Medical aid - company contributions	3 426 639	3 129 716
UIF	655 875	670 657
SDL	827 581	621 426
Other payroll levies	30 540	35 040
	57 220 131	60 543 184

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand	2022	2021
20. Depreciation, amortisation and impairment losses		
Depreciation		
Property, plant and equipment	1 544 067	1 506 634
Right-of-use assets	713 607	499 815
	2 257 674	2 006 449
Amortisation		
Intangible assets	38 412	37 641
Impairment losses		
Property, plant and equipment	-	24 451
Total depreciation, amortisation and impairment		
Depreciation	2 257 674	2 006 449
Amortisation	38 412	37 641
Impairment losses	-	24 451
	2 296 086	2 068 541

21. Cash (used in)/generated from operations

Profit (loss) before taxation	(15 040 056)	43 963 239
Adjustments for:		
Depreciation and amortisation	2 296 086	2 044 090
Losses on disposals, scrappings and settlements of assets and liabilities	176 624	20 815
Interest income	(3 950 072)	(3 198 571)

Figures in Rand	2022	2021
Finance costs	116 407	17 245
Net impairments and movements in credit loss allowances	-	24 451
Movements in provisions	(1 991 648)	3 036 559
Other non-cash items I	-	(550 002)
Changes in working capital:		
Trade and other receivables	(7 534 236)	(4 151 776)
Trade and other payables	1 021 611	1 319 427
Deferred income	(15 785 375)	(1 086 087)
	(40 690 659)	41 439 390

22. Contingencies

The organisation is in a protracted dispute with South African Revenue Services (SARS) over the VAT taxability of the grants received. The entity contends that the amounts so received are not subject to VAT.

The organisation continued to receive an assessment from SARS in respect of output VAT to a total of R190 785 442 (2021:R186 844 413) on government grant income received from the GDE. A corresponding asset may exist on the VAT receivable from SARS and its related interest as it has been outstanding for more than a year. No accrual of the interest has been raised as it impracticable at this stage.

Management has lodged an objection on this assessment and the matter is currently on appeal. Management is confident that the dispute will be favourable to the organisation. In the event that the dispute is unsuccessful, management will enter into an arrangement with SARS to afford the organisation to settle without facing liquidity and solvency challenges.

NOTES TO THE FINANCIAL STATEMENTS

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Figures in Rand	2022	2021
23. Related parties		
Relationships		The list of members of key management including
Members of key management		directors is listed below and in the directors report.
Related party balances		
Related party transactions		
Purchases from (sales to) related parties		
SciBono Discovery Centre NPC	10 000 000	16 800 000
SciBono Discovery Centre NPC	(400 000)	(840 000)
Grants received/(refunded) from related parties		
Gauteng Department of Education	285 750 000	270 417 000
Psycho-Social Budget	(40 000 000)	-
Compensation to directors and other key management		
Short-term employee benefits	6 823 699	6 137 130

Figures in Rand	2022	2021	
24. Directors' and prescribed officer's emoluments			
Executive			
2022			
Directors' emoluments	Emoluments	Company contributions	Total
Services as director or prescribed officer			
Makhubela Thulani	2 507 614	209 189	2 716 803
Mahlangu Sibusiso	2 358 357	219 651	2 578 008
	4 865 971	428 840	5 294 811
2021			
Directors' emoluments	Emoluments	Company contributions	Total
Services as director or prescribed officer			
Makhubela Thulani	2 430 074	158 833	2 588 907
Mahlangu Sibusiso	2 289 746	204 932	2 494 678
	4 719 820	363 765	5 083 585

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand			Figures in Rand		
	2022	2021		2022	2021
Non-executive					
2022					
Directors' emoluments	Fees for services as director	Total	Directors' emoluments	Fees for services as director	Total
Services as director or prescribed officer			Services as director or prescribed officer		
Ledimo Tseliso	466 200	466 200	Ledimo Tseliso	364 500	364 500
Makola Lorraine	215 000	215 000	Makola Lorraine	161 000	161 000
Matabane Joconia	231 000	231 000	Matabane Joconia	189 000	189 000
Matakanya Manaha	267 000	267 000	Matakanya Manaha	251 000	251 000
Mdakane Mhlengi	203 000	203 000	Mdakane Mhlengi	111 000	111 000
Saul Tshidiso	227 000	227 000	Saul Tshidiso	185 000	185 000
Ntsali Viole	394 000	394 000	Ntsali Viole	330 000	330 000
Constantinides Catherine	194 000	194 000	Constantinides Catherine	157 000	157 000
Magerman Errol	231 000	231 000	Magerman Errol	183 400	183 400
Masingi Sonnyboy	227 000	227 000	Masingi Sonnyboy	205 000	205 000
Matjila Maupe	174 000	174 000	Matjila Maupe	157 000	157 000
Mthombeni Bengeza	194 000	194 000	Mthombeni Bengeza	153 000	153 000
Ramokhele Bonolo	208 200	208 200	Ramokhele Bonolo	148 000	148 000
Matabane Joconia	171 000	171 000	Mogale Tlangi	161 000	161 000
			Mfeka Edith	145 000	145 000
	3 402 400	3 402 400		2 900 900	2 900 900

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Figures in Rand 2022 2021

Prescribed officers

2022

Prescribed Officers	Emoluments	Fees for services as director	Total
Dlamini Sipho (Branch head Teacher Development)**	1 517 965	142 198	1 660 163
Papane Matime (Head Corporate Services)	1 969 916	183 417	2 153 333
Handson Mlotshwa (Director ICT)&	1 388 066	116 175	1 504 241
Slindokuhle Patiance Shamase (COP)#	1 957 635	161 406	2 119 041
Maloka Patricia (Director Business Development)*	1 388 067	116 175	1 504 242
Ginya Lindiwe(Branch Head teacher Development)#	1 655 164	119 500	1 774 664
Mkhwebane Kgaugelo (Director Research)#	1 388 067	101 327	1 489 394
Ngobeni Victor (Director Leadership)\$	1 409 245	94 913	1 504 158
Noge Dempsey (Director Governance)\$	1 397 759	101 498	1 499 257
Qodashe Andile (Company Secretary)@	851 607	76 583	928 190
	14 923 491	1 213 192	16 136 683

Figures in Rand 2022 2021

Prescribed officers

2021

Prescribed Officers	Emoluments	Fees for services as director	Total
Dlamini Sipho (Branch head Teacher Development)**	1 326 499	95 670	1 422 169
Papane Matime (Head Corporate Services)	1 909 016	163 955	2 072 971
Handson Mlotshwa (Director ICT)&	1 345 376	107 239	1 452 615
Slindokuhle Patiance Shamase (COP)#	1 740 655	147 618	1 888 273
Maloka Patricia (Director Business Development)*	1 243 732	106 222	1 349 954
Ginya Lindiwe(Branch Head teacher Development)#	1 474 212	109 096	1 583 308
Mkhwebane Kgaugelo (Director Research)#	1 243 732	92 582	1 336 314
Ngobeni Victor (Director Leadership)\$	1 247 042	86 587	1 333 629
Noge Dempsey (Director Governance)\$	1 273 778	88 432	1 362 210
	12 804 042	997 401	13 801 443

Notes:

* Appointed May 2019

Appointed June 2019

! Retired November 2019

& Appointed July 2019

\$ Appointed August 2019

@ Appointed July 2021

** Appointed as Branch Head October 2021

Figures in Rand

2022

2021

25. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

2022

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other receivables	7	63 776 558	204 575	63 981 133	63 776 558
Cash and cash equivalents	8	117 186 026	-	117 186 026	117 186 026
		180 962 584	204 575	181 167 159	180 962 584

2021

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other receivables	7	59 336 058	220 890	59 556 948	59 336 058
Cash and cash equivalents	8	156 342 735	-	156 342 735	156 342 735
		215 678 793	220 890	215 899 683	215 678 793

Categories of financial liabilities

2022

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	11	5 855 148	-	5 855 148	-
Finance lease obligations	4	-	1 541 807	1 541 807	-
		5 855 148	1 541 807	7 396 955	-

NOTES TO THE FINANCIAL STATEMENTS

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Figures in Rand

2022

2021

Categories of financial liabilities

2021

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	11	4 833 537	-	4 833 537	-
Finance lease obligations	4	-	2 140 993	2 140 993	-
		4 833 537	2 140 993	6 974 530	-

Capital risk management

The company's objective when managing capital (which includes share capital, borrowings, working capital and cash and cash equivalents) is to maintain a flexible capital structure that reduces the cost of capital to an acceptable level of risk and to safeguard the company's ability to continue as a going concern while taking advantage of strategic opportunities in order to maximise stakeholder returns sustainably.

The company manages capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain the capital structure, the company may adjust the issue of new debt, issue new debt to replace existing debt with different characteristics and/or sell assets to reduce debt.

The company monitors capital utilising a number of measures, including the gearing ratio. The gearing ratio is calculated as net borrowings (total borrowings less cash) divided by shareholders' equity.

Lease liabilities		1 541 807	2 140 993
Trade and other payables	11	5 855 148	4 833 537
Total borrowings		7 396 955	6 974 530
Cash and cash equivalents	8	(117 186 026)	(156 342 735)
Net borrowings		(109 789 071)	(149 368 205)
Equity		114 263 236	129 303 291
Gearing ratio		(96)%	(116)%

Financial risk management

Overview

The company is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (currency risk, interest rate risk and price risk).

The board of directors has overall responsibility for the establishment and oversight of the company's risk management framework. The board has established the risk committee, which is responsible for developing and monitoring the company's risk management policies. The committee reports quarterly to the board of directors on its activities.

The company's risk management policies are established to identify and analyse the risks faced by the company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the company's activities.

The company audit committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the company. The audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee and the risk committee.

Credit risk

Credit risk is the risk of financial loss to the company if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The company is exposed to credit risk on trade and other receivables and cash and cash equivalents.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The company only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties as well as external bureau data (where available). Counterparty credit limits are in place and are reviewed and approved by credit management committees. The exposure to credit risk and the creditworthiness of counterparties is continuously monitored.

Credit risk exposure arising on cash and cash equivalents is managed by the group through dealing with well-established financial institutions with high credit ratings.

Credit loss allowances for expected credit losses are recognised for all debt instruments, but excluding those measured at fair value through profit or loss. Credit loss allowances are also recognised for loan commitments and financial guarantee contracts.

In order to calculate credit loss allowances, management determine whether the loss allowances should be calculated on a 12 month or on a lifetime expected credit loss basis. This determination depends on whether there has been a significant increase in the credit risk since initial recognition. If there has been a significant increase in credit risk, then the loss allowance is calculated based on lifetime expected credit losses. If not, then the loss allowance is based on 12 month expected credit losses. This determination is made at the end of each financial period. Thus the basis of the loss allowance for a specific financial asset could change year on year.

Management apply the principle that if a financial asset's credit risk is low at year end, then, by implication, the credit risk has not increased significantly since initial recognition. In all such cases, the loss allowance is based on 12 month expected credit losses. Credit risk is assessed as low if there is a low risk of default (where default is defined as occurring when amounts are 90 days past due). When determining the risk of default, management consider information such as payment history to date, industry in which the customer is employed, period for which the customer has been employed, external credit references etc. In any event, if amounts are 30 days past due, then the credit risk is assumed to have increased significantly since initial recognition.

NOTES TO THE FINANCIAL STATEMENTS

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Credit risk is not assessed to be low simply because of the value of collateral associated with a financial instrument. If the instrument would not have a low credit risk in the absence of collateral, then the credit risk is not considered low when taking the collateral into account. Trade receivable and contract assets which do not contain a significant financing component are the exceptions and are discussed below.

Where necessary, the assessment for a significant increase in credit risk is made on a collective basis. Management typically adopt this approach when information relevant to the determination of credit risk is not available on an individual instrument level. Often, the only information available on individual instruments which could indicate an increase in credit risk, is "past due" information. It is typical that more forward-looking information is generally more readily available on a collective basis. Therefore, making the determination on a collective basis, helps to ensure that credit loss allowances are determined on the basis of lifetime expected credit losses before they reach the point of being past due. Forward looking, macro-economic information is applied on a collective basis when it is readily available without undue cost or effort. When loss allowances are determined on a collective basis, management determines the loss allowances by grouping financial instruments on the basis of shared credit risk characteristics.

For trade receivables and contract assets which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit losses of the instruments. For all other trade receivables, contract assets and lease receivables, IFRS 9 permits the determination of the credit loss allowance by either determining whether there was a significant increase in credit risk since initial recognition or by always making use of lifetime expected credit losses. Management have chosen as an accounting policy, to make use of lifetime expected credit losses. Management does therefore not make the annual assessment of whether the credit risk has increased significantly since initial recognition for trade receivables, contract assets or lease receivables.

The maximum exposure to credit risk is presented in the table below:

Figures in Rand		2022	2021				
		2022	2021				
2021		Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Trade and other receivables	7	71 403 995	-	71 403 995	63 869 759	-	63 869 759
Cash and cash equivalents	8	117 186 026	-	117 186 026	156 342 735	-	156 342 735
		188 590 021	-	188 590 021	220 212 494	-	220 212 494

Liquidity risk

The company is exposed to liquidity risk, which is the risk that the company will encounter difficulties in meeting its obligations as they become due.

The company manages its liquidity risk by effectively managing its working capital, capital expenditure and cash flows. The financing requirements are met through a mixture of cash generated from operations and long and short term borrowings. Committed borrowing facilities are available for meeting liquidity requirements and deposits are held at central banking institutions.

There have been no significant changes in the liquidity risk management policies and processes since the prior reporting period.

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

2022

	Less than 1 year	1 to 2 years	Total	Carrying amount
Non-current liabilities				
Lease liabilities	-	832 950	832 950	832 950
Current liabilities				
Trade and other payables	5 813 104	-	5 813 104	5 855 148
Lease liabilities	-	-	-	708 857
	(5 813 104)	(832 950)	(6 646 054)	(7 396 955)

NOTES TO THE FINANCIAL STATEMENTS

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2021

		Less than 1 year	1 to 2 years	Total	Carrying amount
Non-current liabilities					
Lease liabilities		-	1 541 807	1 541 807	1 541 807
Current liabilities					
Trade and other payables	11	4 833 537	-	4 833 537	4 833 537
Lease liabilities		-	-	-	599 186
		(4 833 537)	(1 541 807)	(6 375 344)	(6 974 530)

26. Going concern

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The director directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

27. Events after the reporting period

The board is aware of the COVID-19 pandemic as well as the country's downgrade to sub-investment grade. The pandemic related events are considered to be adjusting events after the reporting period. There is no immediate concern around going concern. Management has established high-level task teams that are continually assessing and monitoring developments with regard to the disease and at the time of finalising the report, the board is confident that our responses are adequate and the crisis is being continuously monitored to assess the impact on the company.

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand	Note(s)	2022	2021
Revenue			
Government grants		300 985 372	271 503 086
Miscellaneous other revenue		550 002	550 002
	12	301 535 374	272 053 088
Cost of sales			
Project costs		(232 680 116)	(151 295 412)
Gross profit		68 855 258	120 757 676
Other operating income			
Compensation from insurance claims		-	1 823
Skills Development Levy refund		89 775	85 102
Other income		370 656	21 121
	14	460 431	108 046
Other operating gains (losses)			
Losses on disposal of assets or settlement of liabilities		(176 624)	(20 815)
Expenses (Refer to page 51)		(88 012 786)	(80 062 994)
Operating (loss) profit	16	(18 873 721)	40 781 913
Investment income	17	3 950 072	3 198 571
Finance costs	18	(116 407)	(17 245)
(Loss) profit for the year		(15 040 056)	43 963 239

DETAILED INCOME STATEMENT

Matthew Goniwe School of Leadership & Governance (Reg. No. 2002/025756/08)
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Figures in Rand	Note(s)	2022	2021	Figures in Rand	Note(s)	2022	2021
Other operating expenses							
Advertising		(333 951)	(145 352)	Rentals		-	(182 816)
Amortisation		(38 412)	(37 641)	Hire		(532 011)	(485 823)
Auditor's remuneration - external audit	16	(486 351)	(1 147 208)	Impairment		-	(24 451)
Auditor's remuneration - internal audit	16	(83 731)	(603 414)	Insurance		(469 233)	(393 699)
Bank charges		(149 596)	(107 493)	IT expenses		(2 635 369)	(1 001 575)
Cleaning		(105 471)	(249 690)	Motor vehicle expenses		(124 579)	(78 287)
Computer expenses		(1 243 843)	(1 371 028)	Municipal expenses		(637 210)	(329 636)
Consulting and professional fees - accounting		(19 180)	(23 700)	Placement fees		(62 820)	(158 010)
Consulting and professional fees I		(650 496)	(575 206)	Printing and stationery		(799 231)	(603 615)
Consulting and professional fees - legal fees		(1 732 187)	(123 905)	Repairs and maintenance		(999 326)	(530 941)
Depreciation		(2 257 674)	(2 006 449)	Security		(43 481)	(23 616)
Employee costs		(57 220 131)	(60 543 184)	Staff welfare		(598 105)	(343 325)
Catering		(32 152)	(138 168)	Subscriptions		(204 695)	(205 730)
Conference and seminars		(1 521 747)	(409 400)	Telephone and fax		(863 146)	(806 630)
General expenses		(3 130 350)	(4 663 751)	Training		(1 174 871)	(922 949)
License fees		(782 190)	(697 452)	Travel - local		(9 048 857)	(1 098 178)
Records management expenses		(32 390)	(30 672)			(88 012 786)	(80 062 994)



Matthew Goniwe

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