

# National Treasury

## Budget summary

	2025/26				2026/27	2027/28
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
R million						
<b>MTEF allocation</b>						
Administration	570.3	5.3	13.4	589.0	634.8	650.6
Economic Policy, Tax, Financial Regulation and Research	144.7	–	1.7	146.3	156.3	163.9
Public Finance and Budget Management	1 518.1	2 807.5	2.6	4 328.1	4 811.6	4 943.1
Asset and Liability Management	163.7	–	0.8	164.5	166.0	162.7
Financial Accounting and Supply Chain Management Systems	715.4	67.0	11.6	794.0	830.5	880.6
International Financial Relations	163.3	1 890.8	1.0	2 942.8	2 993.9	3 141.8
Revenue Administration	–	13 409.6	–	13 409.6	13 895.3	14 455.8
Financial Intelligence and State Security	–	5 598.5	–	5 598.5	5 854.2	6 121.5
<b>Subtotal</b>	<b>3 275.3</b>	<b>23 778.6</b>	<b>31.2</b>	<b>27 972.9</b>	<b>29 342.5</b>	<b>30 520.1</b>
<b>Direct charge against the National Revenue Fund</b>						
Provincial equitable share	–	633 166.0	–	633 166.0	660 568.5	690 243.5
Debt-service costs	424 869.1	–	–	424 869.1	449 185.0	478 611.2
General fuel levy sharing with metropolitan municipalities	–	16 849.1	–	16 849.1	17 621.0	18 417.8
Auditor-General of South Africa	–	134.3	–	134.3	140.5	146.8
Public sector related pension, post-retirement medical and other benefits in terms of statutory and collective agreement obligations	–	7 900.7	–	7 900.7	8 585.8	9 485.6
<b>Total expenditure estimates</b>	<b>428 144.4</b>	<b>681 828.7</b>	<b>31.2</b>	<b>1 110 892.0</b>	<b>1 165 443.3</b>	<b>1 227 425.1</b>
Executive authority	Minister of Finance					
Accounting officer	Director-General of the National Treasury					
Website	<a href="http://www.treasury.gov.za">www.treasury.gov.za</a>					

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

## Vote purpose

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

## Mandate

National Treasury's legislative mandate is based on section 216(1) of the Constitution, which calls for the establishment of a national treasury to ensure transparency, accountability and sound financial controls in the management of South Africa's public finances. This role is further elaborated on in the Public Finance Management Act (1999) as well as the Municipal Finance Management Act (2003). The department is mandated to:

- promote national government's fiscal policy and the coordination of macroeconomic policy
- ensure the stability and soundness of the financial system and financial services
- coordinate intergovernmental financial and fiscal relations
- manage the budget preparation process
- enforce transparency and effective management in respect of revenue and expenditure, assets and liabilities, public entities, and constitutional institutions
- oversee the implementation of the provincial and local government infrastructure portfolio
- ensure financial management governance and compliance with the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) across all spheres and entities in government

Section 5(2) of the Municipal Finance Management Act (2003) further mandates the department to monitor municipal budgets and promote good budgeting and fiscal management by municipalities. The mandate extends to the issuance of regulations on all aspects of the act, including investments, borrowing, budgeting, accounting, assets, reporting, competencies, expenditure, cost containment, supply chain, public-private partnerships, financial misconduct and criminal procedures.

## Selected performance indicators

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

Indicator	Programme	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of economic forecasts developed per year	Economic Policy, Tax, Financial Regulation and Research	Outcome 6: Supportive and sustainable economic policy environment	4	4	4	4	4	4	4
Number of quarterly expenditure reports submitted to the Standing Committee on Appropriations per year	Public Finance and Budget Management	Outcome 18: A capable and professional public service	4	4	4	4	4	4	4
Number of catalytic projects prioritised for implementation per year	Public Finance and Budget Management	Outcome 16: Improved service delivery at local government	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>	18	40	40	40
Net loan debt as a percentage of GDP	Asset and Liability Management	Outcome 6: Supportive and sustainable economic policy environment	63.8% (R4tn)	67.2% (R4.5tn)	71.4% (R5.1tn)	73.1% (R5.5tn)	74.6% (R6.0tn)	74.4% (R6.3tn)	73.9% (R600tn)
Value of government gross annual borrowing	Asset and Liability Management		R388.4bn	R400.3bn	R543.3bn	R415.7bn	R582bn	R441bn	R623.4bn
Cost to service debt as a percentage of GDP	Asset and Liability Management		4.2% (R268.1bn)	4.6% (R308.5bn)	5% (R356.1bn)	5.2% (R389.6bn)	5.3% (R424.9bn)	5.3% (R449.2bn)	5.3% (R478.6bn)
Number of transversal term contracts implemented per year	Financial Accounting and Supply Chain Management Systems	Outcome 18: A capable and professional public service	35	27	40	13	10	10	10

1. No historical data available.

## Expenditure overview

Over the next 3 years, the department plans to focus on: enforcing a responsive tax system; supporting infrastructure development and economically integrated cities and communities; managing future spending growth, fiscal risk and government's assets and liabilities; automating and streamlining government procurement; strengthening financial management in government; and enhancing international and regional economic advocacy.

The department's budget over the medium term is R3.5 trillion, of which 97.5 per cent (R3.4 trillion) constitutes direct charges against the National Revenue Fund. Transfers to provincial governments for the provincial equitable share amount to an estimated 56.9 per cent (R2 trillion) of direct charges, debt-service costs account for an estimated 38.3 per cent (R1.4 trillion) over the medium term, while public sector-related pension, post-retirement medical and other benefits in terms of statutory and collective agreements account for an estimated 0.7 per cent (R26 billion). Cabinet has approved additional allocations over the MTEF period of: R15.7 billion to the provincial equitable share for cost-of-living adjustments; R24.9 billion for debt-service costs; R2.7 billion to the post-retirement medical scheme for premium increases and expected membership growth; and R349 million for the payment of pension benefits to government employees discharged because of injuries sustained on duty.

The number of personnel in the department is expected to increase from 1 115 in 2024/25 to 1 172 in 2027/28. As such, spending on compensation of employees is set to increase at an average annual rate of 7.4 per cent, from R969.7 million to R1.2 billion over the same period. This includes a reprioritisation of R313 million over the medium term, derived through containing costs in other mostly non-essential spending areas, to fill identified critical posts.

### ***Enforce a responsive tax system***

To meet government's revenue requirements and improve fairness in the tax system, over the medium term, the department will continue to develop tax policy proposals, and draft tax legislation such as the Rates and

Monetary Amounts Amendment Bill and Taxation Laws Amendment Bill, and draft tax regulations for implementation. Expenditure related to these activities is within the *Tax Policy* subprogramme, which is allocated R110.2 million over the medium term, in the *Economic Policy, Tax, Financial Regulation and Research* programme.

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

The department will continue to enhance the capacity of cities and metropolitan areas to sustainably contribute to economic development and generate tax revenue. As such, over the MTEF period, it will support and monitor the implementation of township economic development strategies in 5 targeted metros (City of Cape Town, City of Ekurhuleni, eThekwin, Nelson Mandela Bay and City of Tshwane) through the cities support programme, which is allocated R96.7 million over the medium term in the *Catalytic Infrastructure and Development Support* subprogramme in the *Public Finance and Budget Management* programme.

Several reforms will be implemented to improve the efficiency and effectiveness of conditional grants, as well as their alignment with government priorities. A new *urban development financing grant* will be introduced in 2025/26 to address declining service delivery in metropolitan municipalities caused by underinvestment in infrastructure and a lack of technical expertise. This grant, amounting to R3.7 billion over the MTEF period within the *Facilitation of Conditional Grants* subprogramme in the *Public Finance and Budget Management* programme, will consolidate the metro components of the direct *neighbourhood development partnership grant* and the larger share of the *programme and project preparation support grant*. The new grant will be augmented by the World Bank's performance for results incentive. National Treasury will incubate the new grant for up to six years before transferring its management to the Department of Cooperative Governance.

The *urban development financing grant* also includes R450 million for the cities' public employment programme. This funding will be disbursed to city-led projects such as upgrading informal settlements; maintaining, developing and managing public spaces and assets within human settlements and economic hubs; promoting greening and cleanliness initiatives; enhancing community safety measures; providing environmental services and management; and promoting community tourism.

The budget facility for infrastructure plays a pivotal role in mobilising private sector resources and expertise that enable the implementation of transformative projects aimed at addressing critical infrastructure needs. To this end, through the *urban development financing grant*, the City of Johannesburg will receive R578 million in 2026/27 and R533 million in 2027/28 for an innovative wastewater project, and the eThekwin metropolitan municipality will receive R56 million in 2025/26, R109 million in 2026/27 and R101 million in 2027/28 to fix leaking water infrastructure.

The *programme and project preparation support grant* will fall away, and its remaining portion will be integrated into the *neighbourhood development partnership grant*, which will focus on non-metropolitan municipalities. Its aim will be to facilitate spatial transformation by identifying, planning and investing in targeted locations to attract and sustain third-party capital investments. This includes developing a pipeline of investment-ready capital programmes and projects by institutionalising an efficient system for programme and project preparation. No funding through this grant is allocated for new projects as 40 ongoing catalytic projects at various stages of development will remain prioritised over the medium term in strategic areas to advance urban resilience and drive socioeconomic transformation. These well-coordinated, high-impact infrastructural investments include installing bulk water reticulation pipes, building public transportation facilities, and rehabilitating existing road and stormwater drainage systems. R1.4 billion within the *Facilitation of Conditional Grants* subprogramme in the *Public Finance and Budget Management* programme is allocated for this purpose.

The *smart meters indirect grant* was introduced in 2024/25 to help municipalities improve their efficiency, billing accuracy and overall service delivery through smart meter technology. This is expected to enhance revenue generation and cost recovery and underscores the department's commitment to sustainable development and prioritising investment in energy infrastructure at the local government level. The installation of smart, bi-directional meters in municipalities is expected to result in a reduction in distribution losses of electricity and water, and therefore improved revenue collection. The grant is allocated R2.3 billion over the next 3 years in the *Facilitation of Conditional Grants* subprogramme in the *Budget Management and Public Finance* programme.

### ***Managing future spending growth, fiscal risk and government's assets and liabilities***

The department will monitor public service expenditure over the medium term and maintain discipline to steer the country towards fiscal stability and ensure sustainable growth. To carry out these activities, R1.6 billion over the medium term is allocated in the *Public Finance, Budget Office and Coordination* and *Intergovernmental Relations* subprogrammes in the *Public Finance and Budget Management* programme.

The department will also continue to manage government's borrowing requirements to ensure that government can meet its funding needs. This entails monitoring budget deficits and redemption, reviewing funding strategies, and monitoring market conditions and investor demands to optimise borrowing costs. Additionally, the department will continue to enforce measures that require prudent financial management in all state-owned entities through financial analysis and oversight, which includes reviewing their corporate plans, annual reports and guarantee applications. To carry out these activities, R493.2 million is allocated over the next 3 years in the *Asset and Liability Management* programme.

### ***Automating and streamlining government procurement***

The Office of the Chief Procurement Officer aims to position the public procurement system as a pivotal mechanism for driving economic growth and facilitating job creation by integrating advanced technologies and streamlined processes. It has identified four focus areas to automate the procurement process: enhancing transparency in public procurement across government by improving access to data; developing an electronic government marketplace, which is planned to go live in 2025/26; automating the request for quotations process in 2026/27; and implementing a fully automated end-to-end open tendering solution in 2027/28. The office will also continue efforts aimed at professionalising supply chain management across government, monitoring compliance with the procurement regime, and improving the reporting of procurement expenditure. This work will be carried out in the *Office of the Chief Procurement Officer* subprogramme, which is allocated R282 million over the MTEF period in the *Financial Accounting and Supply Chain Management Systems* programme.

### ***Strengthening financial management in government***

The Office of the Accountant-General will continue to advocate for robust financial governance and the enhancement of capacity and competency across the 3 spheres of government and within public entities. This will be achieved by consolidating the compliance reporting framework to help institutions with the processes, principles and reporting of unauthorised, irregular and fruitless and wasteful expenditure. Part of this drive includes reviewing the municipal public financial management competency framework to ensure that personnel have the necessary knowledge, skills and behaviours to manage public funds responsibly and efficiently. This includes leveraging partnerships with capacity-building institutions to ensure that only those with the required skills and expertise are appointed.

The office will also prioritise completing the review of the legislative framework, which includes amending the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) in 2026/27. Proposed amendments to the Public Finance Management Act (1999) involve reviewing definitions of irregular and fruitless and wasteful expenditure to address how this expenditure is disclosed in annual financial statements and annual reports. Proposed amendments to the Municipal Finance Management Act (2003) will address how municipalities and municipal entities should detect and address irregular expenditure, including through implementing consequence management. To this end, R436.9 million is allocated over the next 3 years in the *Financial Management Policy and Compliance Improvement* subprogramme in the *Financial Accounting and Supply Chain Management Systems* programme. Allocations to the subprogramme will also fund the implementation of a comprehensive set of reforms to the local government system to improve governance and municipal finance management.

Further support to local government will be provided through the *local government financial management grant*, which is aimed at promoting and supporting financial management reforms and building capacity in municipalities. The grant is allocated R1.9 billion over the medium term in the *Facilitation of Conditional Grants* subprogramme in the *Public Finance and Budget Management* programme.

## Enhancing international and regional economic advocacy

Activities carried out through the *International Financial Relations* programme over the period ahead are aimed at influencing global economic policies and practices to promote fair trade, sustainable development and economic justice. This involves advocating for South Africa's economic interests in international organisations such as the World Trade Organisation, the International Monetary Fund and the World Bank, and regional institutions such as the African Development Bank, the Common Monetary Area and the Southern African Development Community. The department has allocated R2.8 billion over the medium term for equity in the African Development Bank as part of its recapitalisation, constituting 30.4 per cent of the *International Financial Relations* programme's allocation of R9.1 billion. A further R5.2 billion in the programme is earmarked to facilitate regional cooperation within the Common Monetary Area, particularly for compensation payments to Eswatini, Lesotho and Namibia for the use of the rand.

Allocations amounting to R106.1 million over the MTEF period in the *African Integration and Support* and *International Projects* subprogrammes, in the same programme, are intended to manage commitments for technical support for regional capacity building institutions such as the Collaborative Africa Budget Reform Initiative, the International Finance Facility for Immunisation, the Commonwealth Fund for Technical Cooperation, the African Institute for Economic Development and Planning, and the International Monetary Fund's Regional Technical Assistance Centre for Southern Africa.

As part of South Africa's presidency of the G20, R78.8 million in 2025/26 is allocated for G20 meetings, with National Treasury leading the finance track meetings involving finance ministries and central banks. These discussions will focus on global economic and financial policy issues, including the state of the global economy; international financial system stability; and trade, investment and development financing.

## Expenditure trends and estimates

**Table 8.2 Vote expenditure trends by programme and economic classification<sup>1</sup>**

Programmes											
1. Administration											
2. Economic Policy, Tax, Financial Regulation and Research											
3. Public Finance and Budget Management											
4. Asset and Liability Management											
5. Financial Accounting and Supply Chain Management Systems											
6. International Financial Relations											
7. Revenue Administration											
8. Financial Intelligence and State Security											
Programme					Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Adjusted appropriation							
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Programme 1	455.1	486.8	486.2	666.2	13.5%	0.1%	589.0	634.8	650.6	-0.8%	0.1%
Programme 2	105.0	98.3	106.6	125.8	6.2%	0.0%	146.3	156.3	163.9	9.2%	0.0%
Programme 3	4 262.4	4 354.2	4 040.2	4 195.8	-0.5%	0.4%	4 328.1	4 811.6	4 943.1	5.6%	0.4%
Programme 4	26 663.2	5 225.5	656.4	144.9	-82.4%	0.8%	164.5	166.0	162.7	4.0%	0.0%
Programme 5	761.7	716.7	754.9	754.6	-0.3%	0.1%	794.0	830.5	880.6	5.3%	0.1%
Programme 6	7 826.5	2 848.6	2 707.7	2 775.3	-29.2%	0.4%	2 942.8	2 993.9	3 141.8	4.2%	0.3%
Programme 7	11 295.2	11 635.8	13 280.7	12 388.6	3.1%	1.3%	13 409.6	13 895.3	14 455.8	5.3%	1.2%
Programme 8	4 999.5	5 395.5	5 424.5	5 265.6	1.7%	0.5%	5 598.5	5 854.2	6 121.5	5.1%	0.5%
Subtotal	56 368.5	30 761.4	27 457.0	26 316.8	-22.4%	3.7%	27 972.9	29 342.5	30 520.1	5.1%	2.5%

**Table 8.2 Vote expenditure trends by programme and economic classification<sup>1</sup> (continued)**

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22	2024/25	2025/26	2026/27	2027/28	2024/25	2027/28
<b>Direct charge against the National Revenue Fund</b>	<b>835 818.4</b>	<b>902 672.4</b>	<b>964 942.5</b>	<b>1 014 668.6</b>	<b>6.7%</b>	<b>96.3%</b>	<b>1 082 919.2</b>	<b>1 136 100.8</b>	<b>1 196 905.0</b>	<b>5.7%</b>	<b>97.5%</b>
Provincial equitable share	544 834.9	570 868.2	585 085.9	600 475.6	3.3%	59.6%	633 166.0	660 568.5	690 243.5	4.8%	56.9%
Debt-service costs	268 071.6	308 459.1	356 109.9	388 854.3	13.2%	34.2%	424 869.1	449 185.0	478 611.2	7.2%	38.3%
General fuel levy sharing with metropolitan municipalities	14 617.3	15 334.8	15 433.5	16 126.6	3.3%	1.6%	16 849.1	17 621.0	18 417.8	4.5%	1.5%
National Revenue Fund payments	2 173.4	263.3	1 093.1	2 080.2	-1.5%	0.1%	—	—	—	-100.0%	0.0%
Auditor-General of South Africa	140.0	148.6	123.1	128.6	-2.8%	0.0%	134.3	140.5	146.8	4.5%	0.0%
Public Finance Management Act (1999) section 70 payment: Land and Agricultural Development Bank of South Africa	—	889.1	499.9	—	0.0%	0.0%	—	—	—	0.0%	0.0%
Public sector related pension, post-retirement medical and other benefits in terms of statutory and collective agreement obligations	5 981.1	6 709.2	6 597.2	7 003.4	5.4%	0.7%	7 900.7	8 585.8	9 485.6	10.6%	0.7%
<b>Total</b>	<b>892 186.9</b>	<b>933 433.8</b>	<b>992 399.4</b>	<b>1 040 985.5</b>	<b>5.3%</b>	<b>100.0%</b>	<b>1 110 892.0</b>	<b>1 165 443.3</b>	<b>1 227 425.1</b>	<b>5.6%</b>	<b>100.0%</b>
Change to 2024 Budget estimate				—			14 884.6	14 317.5	20 130.8		
<b>Economic classification</b>											
<b>Current payments</b>	<b>270 210.0</b>	<b>310 662.0</b>	<b>358 324.6</b>	<b>391 751.2</b>	<b>13.2%</b>	<b>34.5%</b>	<b>428 144.4</b>	<b>452 680.6</b>	<b>482 245.7</b>	<b>7.2%</b>	<b>38.6%</b>
Compensation of employees	826.0	850.4	905.6	969.7	5.5%	0.1%	1 074.3	1 147.8	1 200.2	7.4%	0.1%
Goods and services <sup>1</sup>	1 312.4	1 352.4	1 309.1	1 927.2	13.7%	0.2%	2 201.0	2 347.8	2 434.3	8.1%	0.2%
of which:											
Computer services	433.1	363.9	362.7	434.9	0.1%	0.0%	396.0	408.5	423.9	-0.8%	0.0%
Consultants: Business and advisory services	671.3	762.2	681.4	658.0	-0.7%	0.1%	746.5	778.2	806.3	7.0%	0.1%
Inventory: Other supplies	—	—	—	500.0	0.0%	0.0%	650.0	800.0	836.2	18.7%	0.1%
Operating leases	74.3	74.4	85.7	90.0	6.6%	0.0%	96.9	102.3	106.9	5.9%	0.0%
Travel and subsistence	7.2	35.4	43.5	49.0	89.4%	0.0%	51.9	55.1	57.9	5.7%	0.0%
Venues and facilities	2.6	1.4	1.8	49.3	165.9%	0.0%	106.4	29.8	33.5	-12.1%	0.0%
Interest and rent on land	268 071.6	308 459.1	356 109.9	388 854.3	13.2%	34.2%	424 869.1	449 185.0	478 611.2	7.2%	38.3%
<b>Transfers and subsidies<sup>1</sup></b>	<b>587 166.1</b>	<b>615 510.2</b>	<b>631 012.1</b>	<b>646 211.7</b>	<b>3.2%</b>	<b>64.3%</b>	<b>681 828.7</b>	<b>711 807.8</b>	<b>744 177.6</b>	<b>4.8%</b>	<b>61.3%</b>
Provinces and municipalities	561 818.4	588 582.6	602 904.0	619 026.2	3.3%	61.5%	652 343.5	680 782.5	711 287.5	4.7%	58.6%
Departmental agencies and accounts	16 783.1	17 431.8	19 084.3	17 979.5	2.3%	1.8%	19 348.4	20 105.1	20 949.0	5.2%	1.7%
Foreign governments and international organisations	1 744.8	1 848.5	1 707.7	1 847.6	1.9%	0.2%	1 891.5	1 973.6	2 076.4	4.0%	0.2%
Public corporations and private enterprises	830.6	924.6	712.8	345.5	-25.4%	0.1%	340.6	356.6	374.6	2.7%	0.0%
Households	5 989.2	6 722.6	6 603.3	7 012.9	5.4%	0.7%	7 904.7	8 590.0	9 490.0	10.6%	0.7%
<b>Payments for capital assets</b>	<b>24.5</b>	<b>37.9</b>	<b>18.1</b>	<b>125.5</b>	<b>72.3%</b>	<b>0.0%</b>	<b>31.2</b>	<b>26.6</b>	<b>31.5</b>	<b>-37.0%</b>	<b>0.0%</b>
Machinery and equipment	24.5	37.8	18.1	125.4	72.3%	0.0%	31.1	26.5	31.4	-37.0%	0.0%
Software and other intangible assets	0.0	0.1	—	0.1	83.3%	0.0%	0.1	0.1	0.1	3.2%	0.0%
<b>Payments for financial assets</b>	<b>34 786.2</b>	<b>7 223.7</b>	<b>3 044.6</b>	<b>2 897.1</b>	<b>-56.3%</b>	<b>1.2%</b>	<b>887.7</b>	<b>928.4</b>	<b>970.4</b>	<b>-30.6%</b>	<b>0.1%</b>
<b>Total</b>	<b>892 186.9</b>	<b>933 433.8</b>	<b>992 399.4</b>	<b>1 040 985.5</b>	<b>5.3%</b>	<b>100.0%</b>	<b>1 110 892.0</b>	<b>1 165 443.3</b>	<b>1 227 425.1</b>	<b>5.6%</b>	<b>100.0%</b>

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

# Transfers and subsidies expenditure trends and estimates

Table 8.3 Vote transfers and subsidies trends and estimates

R thousand	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	5 985 874	6 720 204	6 602 123	7 010 465	5.4%	1.1%	7 902 170	8 587 314	9 487 217	10.6%	1.2%
Employee social benefits	5 369	11 629	5 589	2 985	-17.8%	—	2 189	2 289	2 393	-7.1%	—
Claims against the state	—	—	—	4 800	—	—	—	—	—	-100.0%	—
Contribution to provident funds for associated institutions	260	275	290	309	5.9%	—	378	395	413	10.2%	—
Parliamentary awards	2	—	—	—	-100.0%	—	—	—	—	—	—
Other benefits	120 590	113 761	128 725	115 985	-1.3%	—	130 000	132 000	136 003	5.5%	—
Injury on duty	717 440	831 250	824 977	757 890	1.8%	0.1%	932 237	960 436	988 269	9.3%	0.1%
Post-retirement medical scheme	4 448 559	5 070 128	4 930 938	5 366 059	6.4%	0.8%	6 080 059	6 712 129	7 546 829	12.0%	0.9%
Special pensions	464 809	466 891	477 333	481 800	1.2%	0.1%	500 000	510 000	539 989	3.9%	0.1%
Political Office Bearers Pension Fund	—	—	—	22 584	—	—	—	—	—	-100.0%	—
Pension benefits: President of South Africa	10 430	10 446	10 454	10 470	0.1%	—	10 986	11 567	12 169	5.1%	—
Military pensions: Ex-service personnel	625	526	314	285	-23.0%	—	1 991	2 128	2 224	98.3%	—
South African citizen force	201 289	203 495	212 631	217 319	2.6%	—	226 264	237 600	239 255	3.3%	—
Civil protection	7	—	—	—	-100.0%	—	23	24	25	—	—
Other benefits: Ex-service personnel	12 934	11 803	10 872	12 021	-2.4%	—	14 000	14 518	15 229	8.2%	—
Post-retirement medical scheme: Parliamentary staff	3 560	—	—	3 870	2.8%	—	4 043	4 228	4 419	4.5%	—
Early retirement costs	—	—	—	14 088	—	—	—	—	—	-100.0%	—
<b>Other transfers to households</b>											
<b>Current</b>	3 328	2 429	1 188	2 406	-10.2%	—	2 514	2 649	2 769	4.8%	—
Employee social benefits	—	255	10	—	—	—	—	—	—	—	—
Bursaries for non-employees	3 328	2 174	1 178	2 406	-10.2%	—	2 514	2 649	2 769	4.8%	—
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	15 334 031	16 480 510	18 199 062	17 134 439	3.8%	2.7%	18 015 970	18 767 133	19 573 169	4.5%	2.6%
Finance and Accounting Services	2 200	2 265	2 346	2 649	6.4%	—	2 768	2 406	2 515	-1.7%	—
Sector Education and Training Authority	—	—	8 000	—	—	—	—	—	—	—	—
Financial Sector Conduct Authority	—	—	—	—	—	—	—	—	—	—	—
Financial and Fiscal Commission	63 199	63 839	59 084	60 266	-1.6%	—	62 966	65 849	68 827	4.5%	—
Government Technical Advisory Centre: Support on infrastructure planning	—	22 689	23 510	20 661	—	—	21 721	23 058	24 101	5.3%	—
Government Technical Advisory Centre	74 034	52 930	52 681	50 952	-11.7%	—	53 459	55 865	58 391	4.6%	—
Government Technical Advisory Centre: Independent power producer project preparation support	100 000	—	—	—	-100.0%	—	—	—	—	—	—
Accounting Standards Board	14 362	14 569	14 626	14 825	1.1%	—	15 489	16 199	16 932	4.5%	—
Independent Regulatory Board for Auditors	44 609	45 684	45 857	47 421	2.1%	—	49 545	51 765	54 106	4.5%	—
Auditor-General of South Africa	190 049	198 582	173 052	128 578	-12.2%	—	134 338	140 493	146 846	4.5%	—
South African Revenue Service: Operations	10 154 053	11 039 257	12 729 455	11 892 498	5.4%	1.8%	12 441 826	12 938 722	13 478 598	4.3%	1.8%
South African Revenue Service: Office of the Tax Ombud	44 864	46 524	51 241	53 542	6.1%	—	55 941	58 504	61 150	4.5%	—
Financial Intelligence Centre: Operations	279 107	292 259	366 351	380 622	10.9%	0.1%	459 833	480 091	503 455	9.8%	0.1%
Secret Services: Operations	4 367 554	4 701 912	4 672 859	4 482 425	0.9%	0.7%	4 718 084	4 934 181	5 158 248	4.8%	0.7%
<b>Capital</b>	1 449 110	951 311	885 268	845 096	-16.5%	0.2%	1 332 478	1 337 960	1 375 854	17.6%	0.2%
South African Revenue Service: Machinery and equipment	1 096 250	550 000	500 000	442 523	-26.1%	0.1%	911 870	898 082	916 084	27.4%	0.1%
Financial Intelligence Centre: Machinery and equipment	18 152	24 561	19 379	20 249	3.7%	—	21 156	22 125	23 126	4.5%	—
Secret Services: Machinery and equipment	334 708	376 750	365 889	382 324	4.5%	0.1%	399 452	417 753	436 644	4.5%	0.1%
<b>Public corporations and private enterprises</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	233 834	288 830	198 773	47 314	-41.3%	—	40 000	40 000	41 809	-4.0%	—
Communication licences	15	—	—	—	-100.0%	—	—	—	—	—	—
Development Bank of Southern Africa	153 663	95 032	—	—	-100.0%	—	—	—	—	—	—
Development Bank of Southern Africa: Support to the Infrastructure Fund operations	80 156	41 798	46 273	47 314	-16.1%	—	40 000	40 000	41 809	-4.0%	—
Development Bank of Southern Africa: Support to the Infrastructure Fund social housing programme	—	152 000	152 500	—	—	—	—	—	—	—	—

**Table 8.3 Vote transfers and subsidies trends and estimates (continued)**

	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R thousand											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	596 768	635 776	514 035	298 186	-20.6%	0.1%	300 577	316 638	332 802	3.7%	–
Various institutions: Jobs Fund	596 768	635 776	514 035	298 186	-20.6%	0.1%	300 577	316 638	332 802	3.7%	–
<b>Provinces and municipalities</b>											
<b>Municipal bank accounts</b>											
<b>Current</b>	15 324 557	16 060 464	16 153 421	16 874 196	3.3%	2.6%	17 611 539	18 418 395	19 251 287	4.5%	2.6%
Local government financial management grant	552 061	566 395	568 571	582 223	1.8%	0.1%	589 685	616 701	644 589	3.5%	0.1%
Infrastructure skills development grant	155 217	159 246	151 352	165 365	2.1%	–	172 774	180 688	188 859	4.5%	–
General fuel levy sharing with metropolitan municipalities	14 617 279	15 334 823	15 433 498	16 126 608	3.3%	2.5%	16 849 080	17 621 006	18 417 839	4.5%	2.5%
<b>Capital</b>	1 658 923	1 653 960	1 664 666	1 676 392	0.3%	0.3%	1 566 033	1 795 598	1 792 729	2.3%	0.2%
Programme and project preparation support grant	341 312	360 886	318 654	385 840	4.2%	0.1%	–	–	–	-100.0%	–
Neighbourhood development partnership grant	1 317 611	1 293 074	1 346 012	1 290 552	-0.7%	0.2%	542 397	430 177	449 629	-29.6%	0.1%
Urban development financing grant	–	–	–	–	–	–	1 023 636	1 365 421	1 343 100	–	0.1%
<b>Provincial revenue funds</b>											
<b>Current</b>	544 834 911	570 868 206	585 085 919	600 475 640	3.3%	92.8%	633 165 959	660 568 536	690 243 493	4.8%	92.8%
Provincial equitable share	544 834 911	570 868 206	585 085 919	600 475 640	3.3%	92.8%	633 165 959	660 568 536	690 243 493	4.8%	92.8%
<b>Foreign governments and international organisations</b>											
<b>Current</b>	1 605 895	1 669 283	1 477 309	1 666 976	1.3%	0.3%	1 702 773	1 776 197	1 870 165	3.9%	0.3%
Common Monetary Area compensation	1 565 727	1 622 142	1 445 554	1 633 329	1.4%	0.3%	1 668 161	1 740 133	1 832 467	3.9%	0.2%
Collaborative Africa Budget Reform Initiative	2 293	2 553	2 805	2 900	8.1%	–	2 668	2 790	2 916	0.2%	–
Commonwealth Fund for Technical Cooperation	5 943	6 433	6 994	6 308	2.0%	–	6 635	6 985	7 301	5.0%	–
International Finance Facility for Immunisation	15 565	18 030	18 877	20 850	10.2%	–	21 605	22 412	23 425	4.0%	–
African Institute for Economic Development and Planning	1 143	–	1 475	1 476	8.9%	–	1 505	1 574	1 645	3.7%	–
Regional Technical Assistance Centre for Southern Africa	–	1 262	954	1 413	–	–	1 476	1 544	1 614	4.5%	–
New Development Bank Project Preparation Fund	14 625	18 228	–	–	-100.0%	–	–	–	–	–	–
United Kingdom tax	599	635	650	700	5.3%	–	723	759	797	4.4%	–
<b>Capital</b>	138 867	179 241	230 374	180 621	9.2%	–	188 713	197 358	206 283	4.5%	–
African Development Fund	79 160	77 667	109 369	114 281	13.0%	–	119 401	124 871	130 518	4.5%	–
World Bank Group	59 707	63 289	66 340	66 340	3.6%	–	69 312	72 487	75 765	4.5%	–
Financial Intermediary Fund	–	38 285	54 665	–	–	–	–	–	–	–	–
<b>Total</b>	<b>587 166 098</b>	<b>615 510 214</b>	<b>631 012 138</b>	<b>646 211 731</b>	<b>3.2%</b>	<b>100.0%</b>	<b>681 828 726</b>	<b>711 807 778</b>	<b>744 177 577</b>	<b>4.8%</b>	<b>100.0%</b>



## Personnel information

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

Programmes																						
1. Administration																						
2. Economic Policy, Tax, Financial Regulation and Research																						
3. Public Finance and Budget Management																						
4. Asset and Liability Management																						
5. Financial Accounting and Supply Chain Management Systems																						
6. International Financial Relations																						
7. Revenue Administration																						
8. Financial Intelligence and State Security																						
Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)						
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate													
			2023/24			2024/25			2025/26		2026/27		2027/28									
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2024/25 - 2027/28				
National Treasury			1 085	149		1 082	905.6	0.8	1 115	969.7	0.9	1 168	1 074.3	0.9	1 182	1 147.8	1.0	1 172	1 200.2	1.0	1.7%	100.0%
Salary level																						
1 – 6	150	105	140	39.0	0.3	143	42.5	0.3	143	45.6	0.3	145	48.6	0.3	145	51.3	0.4	145	51.3	0.4	0.5%	12.4%
7 – 10	382	38	384	224.6	0.6	399	244.9	0.6	427	279.4	0.7	435	300.3	0.7	431	314.3	0.7	431	314.3	0.7	2.7%	36.5%
11 – 12	292	–	294	288.4	1.0	301	311.6	1.0	313	341.8	1.1	316	363.9	1.2	312	380.2	1.2	312	380.2	1.2	1.2%	26.8%
13 – 16	261	6	264	345.2	1.3	272	370.7	1.4	283	407.5	1.4	287	435.0	1.5	284	454.4	1.6	284	454.4	1.6	1.4%	24.3%
Other	–	–	–	8.3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Programme	1 085	149	1 082	905.6	0.8	1 115	969.7	0.9	1 168	1 074.3	0.9	1 182	1 147.8	1.0	1 172	1 200.2	1.0	1 172	1 200.2	1.0	1.7%	100.0%
Programme 1	331	78	346	219.8	0.6	360	237.9	0.7	388	276.6	0.7	391	293.4	0.8	386	305.5	0.8	386	305.5	0.8	2.3%	32.9%
Programme 2	86	5	77	75.0	1.0	86	90.3	1.0	92	101.8	1.1	93	109.5	1.2	93	114.9	1.2	93	114.9	1.2	2.5%	7.9%
Programme 3	263	9	264	257.1	1.0	260	265.8	1.0	259	280.6	1.1	262	299.1	1.1	260	312.4	1.2	260	312.4	1.2	-0.1%	22.5%
Programme 4	104	12	102	89.2	0.9	105	96.3	0.9	111	105.0	0.9	113	112.8	1.0	113	119.5	1.1	113	119.5	1.1	2.3%	9.5%
Programme 5	269	43	255	225.9	0.9	253	237.7	0.9	267	265.9	1.0	271	283.8	1.0	270	297.4	1.1	270	297.4	1.1	2.2%	22.9%
Programme 6	32	2	38	38.5	1.0	49	41.7	0.8	50	44.4	0.9	52	49.2	0.9	51	50.4	1.0	51	50.4	1.0	1.1%	4.4%

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

2. Rand million.

## Departmental receipts

**Table 8.5 Departmental receipts by economic classification**

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2021/22	2022/23	2023/24					2025/26	2026/27	2027/28		
	2021/22	2022/23	2023/24					2025/26	2026/27	2027/28		
<b>Departmental receipts</b>	<b>5 506 035</b>	<b>8 817 935</b>	<b>12 686 446</b>	<b>8 409 174</b>	<b>8 094 020</b>	<b>13.7%</b>	<b>47.1%</b>	<b>7 530 378</b>	<b>6 417 338</b>	<b>6 594 447</b>	<b>-6.6%</b>	<b>70.3%</b>
<b>Sales of goods and services produced by department</b>	<b>9 523</b>	<b>247 798</b>	<b>4 097</b>	<b>354 086</b>	<b>354 086</b>	<b>233.8%</b>	<b>0.8%</b>	<b>576</b>	<b>591</b>	<b>616</b>	<b>-88.0%</b>	<b>0.9%</b>
Sales by market establishments	84	120	100	130	130	15.7%	–	126	128	135	1.3%	–
of which:												
Rental parking:	84	120	100	130	130	15.7%	–	126	128	135	1.3%	–
Covered and open												
Administrative fees	1	20	21	–	–	-100.0%	–	24	26	28	–	–
of which:												
Required information:	1	20	21	–	–	-100.0%	–	24	26	28	–	–
Duplicate certificates												
Other sales	9 438	247 658	3 976	353 956	353 956	234.7%	0.8%	426	437	453	-89.1%	0.9%
of which:												
Commission:	120	100	105	120	120	–	–	110	112	115	-1.4%	–
Insurance												
Directors fees	506	200	202	150	150	-33.3%	–	208	210	215	12.7%	–
Replacement of lost office property	5	20	10	22	22	63.9%	–	23	25	28	8.4%	–
Fees for government guarantee insurance	8 777	247 268	3 584	353 514	353 514	242.8%	0.8%	–	–	–	-100.0%	0.9%
Sales of assets less than R5 000	30	70	75	150	150	71.0%	–	85	90	95	-14.1%	–
Sales of scrap, waste, arms and other used current goods	–	28	10	–	–	–	–	35	37	41	–	–
of which:												
Wastepaper	–	7	10	–	–	–	–	11	12	13	–	–
Departmental publications	–	21	–	–	–	–	–	24	25	28	–	–

**Table 8.5 Departmental receipts by economic classification (continued)**

	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2021/22	2022/23	2023/24					2025/26	2026/27	2027/28		
R thousand				2024/25		2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Interest, dividends and rent on land</b>	<b>5 448 513</b>	<b>8 279 139</b>	<b>12 620 660</b>	<b>7 763 538</b>	<b>7 448 384</b>	<b>11.0%</b>	<b>45.3%</b>	<b>7 229 117</b>	<b>6 101 000</b>	<b>6 268 000</b>	<b>-5.6%</b>	<b>66.4%</b>
Interest	5 448 513	7 718 306	12 380 660	7 763 538	7 448 384	11.0%	44.2%	7 075 117	5 941 000	6 099 000	-6.4%	65.2%
Dividends	—	560 833	240 000	—	—	—	1.1%	154 000	160 000	169 000	—	1.2%
of which:							—					—
South African Reserve Bank	—	362 785	99 000	—	—	—	0.6%	—	—	—	—	—
South African Special Risks Insurance Association	—	198 048	141 000	—	—	—	0.5%	154 000	160 000	169 000	—	1.2%
<b>Sales of capital assets</b>	<b>—</b>	<b>—</b>	<b>681</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Transactions in financial assets and liabilities</b>	<b>47 999</b>	<b>290 970</b>	<b>60 998</b>	<b>291 550</b>	<b>291 550</b>	<b>82.5%</b>	<b>0.9%</b>	<b>300 650</b>	<b>315 710</b>	<b>325 790</b>	<b>3.8%</b>	<b>3.0%</b>
<b>National Revenue Fund receipts</b>	<b>6 068 425</b>	<b>5 221 250</b>	<b>19 034 942</b>	<b>8 912 921</b>	<b>9 158 338</b>	<b>14.7%</b>	<b>52.9%</b>	<b>1 478 000</b>	<b>943 000</b>	<b>544 000</b>	<b>-61.0%</b>	<b>29.7%</b>
of which:							—					—
Revaluation of profits on foreign currency transactions	3 172 356	4 775 102	18 714 044	7 333 970	7 020 074	30.3%	45.2%	1 478 000	943 000	544 000	-57.4%	24.5%
Premiums on loan transactions	1 380 512	442 779	307 579	330 310	982 647	-10.7%	4.2%	—	—	—	-100.0%	2.4%
Other (mainly penalties on retail bonds and profit on script lending)	4 819	3 369	8 207	4 424	6 887	12.6%	—	—	—	—	-100.0%	—
Premiums on debt portfolio restructuring (switches)	1 313 261	—	5 112	—	225 664	-44.4%	2.1%	—	—	—	-100.0%	0.6%
International Monetary Fund revaluation profits	197 477	—	—	—	—	-100.0%	0.3%	—	—	—	—	—
Conditional grant refunds	—	—	—	1 244 217	923 066	—	1.2%	—	—	—	-100.0%	2.3%
<b>Total</b>	<b>11 574 460</b>	<b>14 039 185</b>	<b>31 721 388</b>	<b>17 322 095</b>	<b>17 252 358</b>	<b>14.2%</b>	<b>100.0%</b>	<b>9 008 378</b>	<b>7 360 338</b>	<b>7 138 447</b>	<b>-25.5%</b>	<b>100.0%</b>

## Programme 1: Administration

### Programme purpose

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

### Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million				2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Ministry	3.7	4.0	4.1	5.9	16.1%	0.8%	7.4	7.7	8.0	11.0%	1.1%
Departmental Management	36.4	59.8	63.2	74.2	26.7%	11.2%	78.6	82.7	87.1	5.5%	12.7%
Corporate Services	149.8	163.3	134.0	288.0	24.3%	35.1%	190.5	204.3	211.9	-9.7%	35.2%
Enterprise-wide Risk Management	32.5	33.1	36.4	41.9	8.8%	6.9%	46.1	48.8	50.9	6.7%	7.4%
Financial Administration	54.9	54.6	58.8	60.5	3.3%	10.9%	56.4	71.0	62.6	1.1%	9.9%
Legal Services	26.3	24.8	29.1	19.8	-9.1%	4.8%	26.1	27.2	28.5	12.9%	4.0%
Internal Audit	18.8	19.7	19.4	25.6	10.8%	4.0%	28.2	29.5	30.8	6.4%	4.5%
Communications	10.8	10.6	11.5	12.9	6.2%	2.2%	12.1	12.9	13.4	1.4%	2.0%
Office Accommodation	121.8	117.0	129.7	137.5	4.1%	24.2%	143.8	150.6	157.4	4.6%	23.2%
<b>Total</b>	<b>455.1</b>	<b>486.8</b>	<b>486.2</b>	<b>666.2</b>	<b>13.5%</b>	<b>100.0%</b>	<b>589.0</b>	<b>634.8</b>	<b>650.6</b>	<b>-0.8%</b>	<b>100.0%</b>
Change to 2024 Budget estimate				—			40.9	58.9	48.7		

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

Economic classification				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome											
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28		
Current payments	432.4	452.0	474.3	538.0	7.5%	90.6%	570.3	615.5	630.5	5.4%	92.7%
Compensation of employees	202.5	208.6	219.8	237.9	5.5%	41.5%	276.6	293.4	305.5	8.7%	43.8%
Goods and services	229.9	243.4	254.5	300.1	9.3%	49.1%	293.7	322.2	325.0	2.7%	48.8%
of which:						–					–
Computer services	52.1	59.4	41.3	92.2	21.0%	11.7%	72.1	76.6	80.1	-4.6%	12.6%
Legal services	16.6	13.5	20.5	10.5	-14.1%	2.9%	16.5	17.3	18.2	19.9%	2.5%
Contractors	14.9	15.5	17.1	15.7	1.8%	3.0%	15.8	16.8	17.5	3.8%	2.6%
Operating leases	73.1	72.7	84.6	87.1	6.0%	15.2%	93.2	98.3	102.8	5.7%	15.0%
Property payments	23.4	23.1	24.1	26.0	3.5%	4.6%	27.3	28.6	29.8	4.8%	4.4%
Travel and subsistence	2.8	15.0	19.7	12.2	62.4%	2.4%	14.4	14.9	15.6	8.8%	2.2%
Transfers and subsidies	5.9	11.0	5.6	10.5	21.2%	1.6%	5.3	5.1	5.3	-20.5%	1.0%
Departmental agencies and accounts	2.2	2.3	2.3	2.6	6.4%	0.5%	2.8	2.4	2.5	-1.7%	0.4%
Public corporations and private enterprises	0.0	–	–	–	-100.0%	–	–	–	–	–	–
Households	3.7	8.8	3.3	7.9	28.6%	1.1%	2.5	2.6	2.8	-29.4%	0.6%
Payments for capital assets	16.7	23.7	5.7	117.7	91.7%	7.8%	13.4	14.2	14.8	-49.9%	6.3%
Machinery and equipment	16.7	23.6	5.7	117.6	91.7%	7.8%	13.4	14.1	14.7	-50.0%	6.3%
Software and other intangible assets	–	0.1	–	0.1	–	–	0.1	0.1	0.1	3.2%	–
Payments for financial assets	–	0.1	0.6	–	–	–	–	–	–	–	–
Total	455.1	486.8	486.2	666.2	13.5%	100.0%	589.0	634.8	650.6	-0.8%	100.0%
Proportion of total programme expenditure to vote expenditure	0.8%	1.6%	1.8%	2.5%	–	–	2.1%	2.2%	2.1%	–	–

**Details of transfers and subsidies**

<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	1.7	7.3	2.1	5.5	48.1%	0.8%	–	–	–	-100.0%	0.2%
Employee social benefits	1.7	7.3	2.1	0.7	-26.5%	0.6%	–	–	–	-100.0%	–
Claims against the state	–	–	–	4.8	–	0.2%	–	–	–	-100.0%	0.2%
<b>Other transfers to households</b>											
<b>Current</b>	2.0	1.5	1.2	2.4	6.1%	0.3%	2.5	2.6	2.8	4.8%	0.4%
Employee social benefits	–	–	0.0	–	–	–	–	–	–	–	–
Bursaries for non-employees	2.0	1.5	1.2	2.4	6.1%	0.3%	2.5	2.6	2.8	4.8%	0.4%
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	2.2	2.3	2.3	2.6	6.4%	0.5%	2.8	2.4	2.5	-1.7%	0.4%
Finance and Accounting Services	2.2	2.3	2.3	2.6	6.4%	0.5%	2.8	2.4	2.5	-1.7%	0.4%
Sector Education and Training Authority											
<b>Public corporations and private enterprises</b>											
<b>Other transfers to public corporations</b>											
<b>Current</b>	0.0	–	–	–	-100.0%	–	–	–	–	–	–
Communication licences	0.0	–	–	–	-100.0%	–	–	–	–	–	–

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

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate													
			2023/24			2024/25			2025/26			2026/27			2027/28					2024/25 - 2027/28		
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Administration			331	78		346	219.8	0.6	360	237.9	0.7	388	276.6	0.7	391	293.4	0.8	386	305.5	0.8	2.3%	100.0%
Salary level	331	78	346	219.8	0.6	360	237.9	0.7	388	276.6	0.7	391	293.4	0.8	386	305.5	0.8	2.3%	100.0%			
1 – 6	110	72	112	31.8	0.3	114	34.5	0.3	114	37.0	0.3	114	39.1	0.3	114	41.3	0.4	0.2%	29.9%			
7 – 10	120	2	130	73.6	0.6	139	80.0	0.6	152	94.0	0.6	155	100.8	0.7	152	104.6	0.7	3.1%	39.2%			
11 – 12	59	–	59	52.2	0.9	62	55.3	0.9	72	68.1	1.0	72	71.8	1.0	69	73.5	1.1	3.9%	18.0%			
13 – 16	42	4	45	62.2	1.4	46	68.1	1.5	50	77.5	1.5	50	81.7	1.6	50	86.2	1.7	2.8%	13.0%			

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

2. Rand million.

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

### Programme purpose

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

### Objectives

- Improve South Africa's macroeconomic and microeconomic frameworks by conducting ongoing analytical work and research and developing policy advisory services.
- Build and maintain research capacity to inform economic policy in South Africa by providing academic and research institutions with funding annually.
- Promote an effective, equitable and efficient tax policy framework and tax administrative system by developing and updating tax policies and supporting legislation for the annual budget process.

### Subprogrammes

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

### Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28	2027/28
Programme Management for Economic Policy, Tax, Financial Regulation and Research	31.1	21.0	22.3	35.3	4.3%	25.2%	44.8	48.1	49.9	12.2%	30.1%
Financial Sector Policy	21.2	21.2	28.4	26.0	7.1%	22.2%	28.9	30.2	31.5	6.5%	19.7%
Tax Policy	28.0	29.4	27.4	31.1	3.6%	26.6%	35.6	36.4	38.2	7.1%	23.9%
Economic Policy	24.7	26.8	28.5	33.4	10.6%	26.0%	37.0	41.7	44.4	10.0%	26.4%
<b>Total</b>	<b>105.0</b>	<b>98.3</b>	<b>106.6</b>	<b>125.8</b>	<b>6.2%</b>	<b>100.0%</b>	<b>146.3</b>	<b>156.3</b>	<b>163.9</b>	<b>9.2%</b>	<b>100.0%</b>
Change to 2024				–			(10.3)	(8.0)	(7.8)		
Budget estimate											

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

Economic classification				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome											
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Current payments	104.0	95.6	97.6	125.4	6.4%	97.0%	144.7	154.8	162.3	9.0%	99.1%
Compensation of employees	78.6	76.7	75.0	90.3	4.7%	73.6%	101.8	109.5	114.9	8.4%	70.3%
Goods and services	25.3	18.9	22.7	35.1	11.4%	23.4%	42.8	45.3	47.4	10.5%	28.8%
of which:						—					—
Bursaries: Employees	0.3	0.2	0.0	0.5	28.5%	0.2%	0.6	0.7	0.7	7.0%	0.4%
Consultants: Business and advisory services	21.6	12.9	14.1	20.9	-1.1%	16.0%	27.3	29.2	30.5	13.5%	18.2%
Consumables: Stationery, printing and office supplies	0.3	1.1	1.4	2.1	85.0%	1.1%	2.5	2.4	2.4	5.4%	1.6%
Travel and subsistence	0.1	1.9	3.1	5.8	279.1%	2.5%	5.5	5.7	6.0	1.4%	3.9%
Training and development	0.2	0.0	0.4	0.8	67.2%	0.3%	1.0	1.1	1.1	9.1%	0.7%
Operating payments	2.6	2.0	3.2	3.4	9.7%	2.6%	4.5	4.7	4.9	13.1%	3.0%
Transfers and subsidies	0.5	0.8	8.9	—	-100.0%	2.3%	—	—	—	—	—
Departmental agencies and accounts	—	—	8.0	—	—	1.8%	—	—	—	—	—
Households	0.5	0.8	0.9	—	-100.0%	0.5%	—	—	—	—	—
Payments for capital assets	0.5	1.9	0.0	0.5	-2.6%	0.7%	1.7	1.6	1.6	48.5%	0.9%
Machinery and equipment	0.5	1.9	0.0	0.5	-2.6%	0.7%	1.7	1.6	1.6	48.5%	0.9%
Payments for financial assets	—	0.0	0.0	—	—	—	—	—	—	—	—
Total	105.0	98.3	106.6	125.8	6.2%	100.0%	146.3	156.3	163.9	9.2%	100.0%
Proportion of total programme expenditure to vote expenditure	0.2%	0.3%	0.4%	0.5%	—	—	0.5%	0.5%	0.5%	—	—
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.5	0.8	0.9	—	-100.0%	0.5%	—	—	—	—	—
Employee social benefits	0.5	0.8	0.9	—	-100.0%	0.5%	—	—	—	—	—
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	—	—	8.0	—	—	1.8%	—	—	—	—	—
Financial Sector Conduct Authority	—	—	8.0	—	—	1.8%	—	—	—	—	—

## Personnel information

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

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26		2026/27			2027/28				2024/25 - 2027/28		
Economic Policy, Tax, Financial Regulation and Research			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	86	5	77	75.0	1.0	86	90.3	1.0	92	101.8	1.1	93	109.5	1.2	93	114.9	1.2	2.5%	100.0%
1 – 6	5	4	1	0.3	0.3	1	0.3	0.3	1	0.4	0.4	1	0.4	0.4	1	0.4	0.4	–	1.1%
7 – 10	20	–	18	12.5	0.7	18	13.7	0.7	21	16.6	0.8	21	17.5	0.8	20	17.9	0.9	2.9%	21.9%
11 – 12	26	–	27	21.7	0.8	29	24.8	0.8	31	27.2	0.9	31	28.7	0.9	31	30.3	1.0	1.4%	33.1%
13 – 16	35	1	31	40.5	1.3	38	51.5	1.4	40	57.7	1.4	41	62.9	1.5	41	66.4	1.6	3.1%	43.8%

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

2. Rand million.

## Programme 3: Public Finance and Budget Management

### Programme purpose

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

## Objectives

- Promote growth, social development and the reduction of poverty through the implementation of sound fiscal and financial policies, and the effective, efficient and appropriate allocation of public funds annually.
- Prepare an annual national budget that gives effect to government's economic, fiscal, social and developmental goals as expressed in the National Development Plan and government's 2024-2029 medium-term development plan to provide fiscal policy advice by monitoring economic and fiscal trends, and advise on policy options and the budget framework.
- Deepen transparency in the allocation of public finances through the annual production and publication of: the Estimates of National Expenditure, Adjusted Estimates of National Expenditure, Budget Review, Medium-term Budget Policy Statement and appropriation legislation containing relevant, accurate and clear financial information and associated indicators of service delivery and performance.
- Contribute to public policy and programme development by providing support for planning, policy and programme analysis, budgeting, project management and public finance reform in provinces and municipalities on an ongoing basis.
- Promote public and private investment in infrastructure and public services on an ongoing basis by providing technical support for capital expenditure planning and project analysis, advice on financing alternatives, support for municipal development, and financial assistance for neighbourhood development projects.
- Measure the use of public financial resources by monitoring, supporting and analysing public expenditure and service delivery for social and economic development and infrastructure investment on an ongoing basis.
- Support and enable budget analysis by a broad range of stakeholders, including Parliament, on an ongoing basis through increased public participation with regards to the budget.
- Build capacity in the public sector by providing diagnostic and advisory services and support for organisational development, specialised procurement, improved public finance management, and programme and project implementation on an ongoing basis.
- Enhance budgeting and financial management practices by strengthening public finance management capacity in municipalities and supporting provincial treasury oversight of local government financial management on an ongoing basis.
- Ensure liveable, sustainable, resilient, efficient and integrated towns and cities by promoting public and private investment in city development, integrated urban networks and neighbourhood development initiatives on an ongoing basis.
- Stimulate employment and inclusive growth by supporting innovative and partnership-based approaches to employment creation, work-seeker support and enterprise development on an ongoing basis.
- Ensure technical capacity in local government built environment by supporting infrastructure planning and implementation in all provinces and infrastructure skills development in all municipalities on an ongoing basis.

## Subprogrammes

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

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

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million											
Programme Management for Public Finance and Budget Management	20.4	18.5	19.9	28.5	11.9%	0.5%	35.1	40.2	42.3	14.0%	0.8%
Public Finance	69.7	74.4	76.1	77.1	3.4%	1.8%	78.6	82.4	85.7	3.6%	1.8%
Budget Office and Coordination	120.5	129.5	135.7	138.6	4.8%	3.1%	137.1	146.9	153.3	3.4%	3.2%
Intergovernmental Relations	107.3	181.2	143.8	220.1	27.0%	3.9%	302.6	311.1	323.6	13.7%	6.3%
Financial and Fiscal Commission	63.2	63.8	59.1	60.3	-1.6%	1.5%	63.0	65.8	68.8	4.5%	1.4%
Facilitation of Conditional Grants	2 366.2	2 379.6	2 384.6	2 424.0	0.8%	56.7%	2 328.5	2 593.0	2 626.2	2.7%	54.6%
Catalytic Infrastructure and Development Support Programme	677.8	741.5	567.2	825.9	6.8%	16.7%	951.0	1 117.4	1 167.9	12.2%	22.2%
Government Technical Advisory Centre	837.3	765.6	653.7	421.4	-20.5%	15.9%	432.4	454.7	475.3	4.1%	9.8%
<b>Total</b>	<b>4 262.4</b>	<b>4 354.2</b>	<b>4 040.2</b>	<b>4 195.8</b>	<b>-0.5%</b>	<b>100.0%</b>	<b>4 328.1</b>	<b>4 811.6</b>	<b>4 943.1</b>	<b>5.6%</b>	<b>100.0%</b>
Change to 2024 Budget estimate				–			452.2	630.2	572.6		

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

Economic classification	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28	2027/28
<b>Current payments</b>	<b>826.2</b>	<b>905.2</b>	<b>805.0</b>	<b>1 292.7</b>	<b>16.1%</b>	<b>22.7%</b>	<b>1 518.1</b>	<b>1 714.2</b>	<b>1 787.8</b>	<b>11.4%</b>	<b>34.5%</b>
Compensation of employees	223.0	234.9	257.1	265.8	6.0%	5.8%	280.6	299.1	312.4	5.5%	6.3%
Goods and services	603.2	670.3	547.8	1 026.9	19.4%	16.9%	1 237.4	1 415.1	1 475.4	12.8%	28.2%
of which:											
Bursaries: Employees	0.7	1.1	0.8	1.5	27.2%	—	1.5	1.6	1.6	3.1%	—
Computer services	1.2	1.3	4.2	1.7	12.0%	—	1.7	1.6	1.6	-1.3%	—
Consultants: Business and advisory services	594.2	658.3	532.0	508.6	-5.0%	13.6%	566.9	592.9	616.3	6.6%	12.5%
Inventory: Other supplies	—	—	—	500.0	—	3.0%	650.0	800.0	836.2	18.7%	15.2%
Travel and subsistence	1.6	5.6	5.8	8.4	73.0%	0.1%	9.4	9.9	10.6	8.2%	0.2%
Operating payments	3.5	2.1	1.1	1.8	-19.8%	0.1%	3.0	3.9	3.6	25.2%	0.1%
<b>Transfers and subsidies</b>	<b>3 434.6</b>	<b>3 445.0</b>	<b>3 233.1</b>	<b>2 901.7</b>	<b>-5.5%</b>	<b>77.2%</b>	<b>2 807.5</b>	<b>3 094.7</b>	<b>3 152.4</b>	<b>2.8%</b>	<b>65.4%</b>
Provinces and municipalities	2 366.2	2 379.6	2 384.6	2 424.0	0.8%	56.7%	2 328.5	2 593.0	2 626.2	2.7%	54.6%
Departmental agencies and accounts	237.2	139.5	135.3	131.9	-17.8%	3.8%	138.1	144.8	151.3	4.7%	3.1%
Public corporations and private enterprises	830.6	924.6	712.8	345.5	-25.4%	16.7%	340.6	356.6	374.6	2.7%	7.8%
Households	0.5	1.4	0.4	0.4	-12.7%	—	0.3	0.3	0.3	-8.9%	—
<b>Payments for capital assets</b>	<b>1.7</b>	<b>4.0</b>	<b>2.0</b>	<b>1.4</b>	<b>-5.9%</b>	<b>0.1%</b>	<b>2.6</b>	<b>2.7</b>	<b>2.9</b>	<b>27.6%</b>	<b>0.1%</b>
Machinery and equipment	1.7	4.0	2.0	1.4	-5.9%	0.1%	2.6	2.7	2.9	27.6%	0.1%
<b>Payments for financial assets</b>	<b>—</b>	<b>0.0</b>	<b>0.1</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total</b>	<b>4 262.4</b>	<b>4 354.2</b>	<b>4 040.2</b>	<b>4 195.8</b>	<b>-0.5%</b>	<b>100.0%</b>	<b>4 328.1</b>	<b>4 811.6</b>	<b>4 943.1</b>	<b>5.6%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>7.6%</b>	<b>14.2%</b>	<b>14.7%</b>	<b>15.9%</b>	<b>—</b>	<b>—</b>	<b>15.5%</b>	<b>16.4%</b>	<b>16.2%</b>	<b>—</b>	<b>—</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	0.5	1.1	0.4	0.4	-12.7%	—	0.3	0.3	0.3	-8.9%	—
Employee social benefits	0.5	1.1	0.4	0.4	-12.7%	—	0.3	0.3	0.3	-8.9%	—
<b>Other transfers to households</b>											
<b>Current</b>	—	0.3	—	—	—	—	—	—	—	—	—
Employee social benefits	—	0.3	—	—	—	—	—	—	—	—	—
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	237.2	139.5	135.3	131.9	-17.8%	3.8%	138.1	144.8	151.3	4.7%	3.1%
Financial and Fiscal Commission	63.2	63.8	59.1	60.3	-1.6%	1.5%	63.0	65.8	68.8	4.5%	1.4%
Government Technical Advisory Centre: Support on infrastructure planning	—	22.7	23.5	20.7	—	0.4%	21.7	23.1	24.1	5.3%	0.5%
Government Technical Advisory Centre	74.0	52.9	52.7	51.0	-11.7%	1.4%	53.5	55.9	58.4	4.6%	1.2%
Government Technical Advisory Centre: Independent power producer project preparation support	100.0	—	—	—	-100.0%	0.6%	—	—	—	—	—
<b>Provinces and municipalities</b>											
<b>Municipal bank accounts</b>											
<b>Current</b>	707.3	725.6	719.9	747.6	1.9%	17.2%	762.5	797.4	833.4	3.7%	17.2%
Local government financial management grant	552.1	566.4	568.6	582.2	1.8%	13.5%	589.7	616.7	644.6	3.5%	13.3%
Infrastructure skills development grant	155.2	159.2	151.4	165.4	2.1%	3.7%	172.8	180.7	188.9	4.5%	3.9%
<b>Capital</b>	1 658.9	1 654.0	1 664.7	1 676.4	0.3%	39.5%	1 566.0	1 795.6	1 792.7	2.3%	37.4%
Programme and project preparation support grant	341.3	360.9	318.7	385.8	4.2%	8.3%	—	—	—	-100.0%	2.1%
Neighbourhood development partnership grant	1 317.6	1 293.1	1 346.0	1 290.6	-0.7%	31.1%	542.4	430.2	449.6	-29.6%	14.8%
Urban development financing grant	—	—	—	—	—	—	1 023.6	1 365.4	1 343.1	—	20.4%
<b>Public corporations and private enterprises</b>											
<b>Other transfers to private enterprises</b>											
<b>Current</b>	596.8	635.8	514.0	298.2	-20.6%	12.1%	300.6	316.6	332.8	3.7%	6.8%
Various institutions: Jobs fund	596.8	635.8	514.0	298.2	-20.6%	12.1%	300.6	316.6	332.8	3.7%	6.8%
<b>Other transfers to public corporations</b>											
<b>Current</b>	233.8	288.8	198.8	47.3	-41.3%	4.6%	40.0	40.0	41.8	-4.0%	0.9%
Development Bank of Southern Africa	153.7	95.0	—	—	-100.0%	1.5%	—	—	—	—	—
Development Bank of Southern Africa: Support to the Infrastructure Fund operations	80.2	41.8	46.3	47.3	-16.1%	1.3%	40.0	40.0	41.8	-4.0%	0.9%
Development Bank of Southern Africa: Support to the Infrastructure Fund social housing programme	—	152.0	152.5	—	—	1.8%	—	—	—	—	—



## Personnel information

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

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26		2026/27		2027/28				2024/25 - 2027/28		
Public Finance and Budget Management			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	263	9	264	257.1	1.0	260	265.8	1.0	259	280.6	1.1	262	299.1	1.1	260	312.4	1.2	-0.1%	100.0%
1 – 6	9	8	9	2.2	0.2	9	2.4	0.3	9	2.5	0.3	9	2.7	0.3	9	2.8	0.3	–	3.5%
7 – 10	76	1	77	48.3	0.6	77	51.1	0.7	76	53.5	0.7	77	57.3	0.7	77	60.1	0.8	-0.3%	29.5%
11 – 12	98	–	98	100.6	1.0	98	107.0	1.1	97	111.8	1.2	98	118.7	1.2	97	123.9	1.3	-0.5%	37.4%
13 – 16	80	–	80	106.0	1.3	76	105.4	1.4	77	112.8	1.5	78	120.4	1.5	77	125.6	1.6	0.5%	29.7%

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

2. Rand million.

## Programme 4: Asset and Liability Management

### Programme purpose

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

### Objectives

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

### Subprogrammes

- Programme Management for Asset and Liability Management* provides support for planning, monitoring and delivering the programme's activities.
- State-owned Entity Financial Management and Governance* oversees and enables state-owned entities to meet government's policy objectives in a financially and fiscally sustainable manner that promotes sound corporate governance.
- Government Debt Management* is responsible for government's long-term funding needs. As such, it manages domestic and foreign debt, contributes to the development of financial markets and maintains sound investor relations.
- Financial Operations* provides for government's short-term funding needs, the prudent management of cash, the efficient accounting of debt and investment transactions in government, and quality information related

to the subprogramme's operations. This subprogramme also invests government's surplus cash to service government's debt portfolio and cash operations.

- *Strategy and Risk Management* develops and maintains a risk management framework for government's debt and contingent liabilities and implements debt management strategies that minimise its exposure to adverse risk.

## Expenditure trends and estimates

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

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome											
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Programme Management for Asset and Liability Management	7.6	18.7	51.5	35.8	67.4%	0.3%	41.7	36.9	36.5	0.6%	23.6%
State-owned Entity Financial Management and Governance	26 600.9	5 148.8	540.1	38.9	-88.6%	98.9%	44.3	46.2	48.1	7.3%	27.8%
Government Debt Management	18.5	20.6	23.1	22.6	7.0%	0.3%	25.1	27.3	29.1	8.8%	16.3%
Financial Operations	25.8	27.9	31.3	34.7	10.4%	0.4%	38.9	39.3	31.4	-3.2%	22.6%
Strategy and Risk Management	10.4	9.5	10.4	12.9	7.4%	0.1%	14.6	16.3	17.6	11.0%	9.6%
Total	26 663.2	5 225.5	656.4	144.9	-82.4%	100.0%	164.5	166.0	162.7	4.0%	100.0%
Change to 2024 Budget estimate					-		27.6	22.7	13.0		
Economic classification											
Current payments	97.9	112.8	155.1	144.6	13.9%	1.6%	163.7	165.1	161.8	3.8%	99.5%
Compensation of employees	83.4	84.1	89.2	96.3	4.9%	1.1%	105.0	112.8	119.5	7.4%	68.0%
Goods and services	14.5	28.7	65.8	48.2	49.3%	0.5%	58.6	52.3	42.3	-4.3%	31.6%
of which:						-					-
Audit costs: External	1.4	1.3	1.2	1.6	4.3%	-	1.7	1.7	1.8	4.5%	1.1%
Bursaries: Employees	0.3	1.1	0.9	0.8	39.4%	-	0.8	0.8	0.9	2.4%	0.5%
Computer services	10.0	10.8	13.4	15.1	14.8%	0.2%	17.2	15.5	6.0	-26.3%	8.4%
Consultants: Business and advisory services	2.1	12.8	46.5	26.3	133.7%	0.3%	34.4	29.3	28.5	2.7%	18.6%
Travel and subsistence	0.1	1.7	3.0	2.5	189.8%	-	2.6	2.8	2.9	5.8%	1.7%
Training and development	0.2	0.2	0.1	0.6	40.1%	-	0.6	0.6	0.7	4.5%	0.4%
Transfers and subsidies	0.9	0.7	0.2	-	-100.0%	-	-	-	-	-	-
Households	0.9	0.7	0.2	-	-100.0%	-	-	-	-	-	-
Payments for capital assets	1.5	1.1	1.0	0.3	-41.1%	-	0.8	0.9	0.9	44.0%	0.5%
Machinery and equipment	1.5	1.1	1.0	0.3	-41.1%	-	0.8	0.9	0.9	44.0%	0.5%
Payments for financial assets	26 562.9	5 110.9	500.1	-	-100.0%	98.4%	-	-	-	-	-
Total	26 663.2	5 225.5	656.4	144.9	-82.4%	100.0%	164.5	166.0	162.7	4.0%	100.0%
Proportion of total programme expenditure to vote expenditure	47.3%	17.0%	2.4%	0.6%	-	-	0.6%	0.6%	0.5%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.9	0.7	0.2	-	-100.0%	-	-	-	-	-	-
Employee social benefits	0.9	0.7	0.2	-	-100.0%	-	-	-	-	-	-

## Personnel information

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

Number of posts estimated for 31 March 2025		Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)	
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate								
		2023/24			2024/25			2025/26		2026/27		2027/28				
		2023/24	2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28									
Asset and Liability Management		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	104	12	102	89.2	0.9	105	96.3	0.9	111	105.0	0.9	113	112.8	1.0	2.3%	100.0%
1 – 6	13	12	5	0.7	0.1	5	0.8	0.2	5	0.8	0.2	5	0.9	0.2	–	4.5%
7 – 10	37	–	40	22.8	0.6	43	25.8	0.6	47	30.2	0.6	47	33.7	0.7	3.7%	41.8%
11 – 12	33	–	36	36.0	1.0	35	36.7	1.0	36	39.1	1.1	36	41.7	1.2	1.4%	32.4%
13 – 16	21	–	21	29.8	1.4	23	33.1	1.4	23	34.9	1.5	24	38.4	1.6	1.4%	21.3%

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

2. Rand million.

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

### Programme purpose

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

### Objectives

- Ensure compliance with the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) across the 3 spheres of government by facilitating and undertaking special investigations to reduce fraud and corruption on an ongoing basis.
- Ensure sound financial management systems to meet the requirements of the Public Finance Management Act (1999) and the Municipal Finance Management Act (2003) by:
  - providing capacity and support to all spheres of government on policies related to accounting and reporting, internal auditing and risk management on an ongoing basis
  - developing and implementing government transversal accounting and reporting systems over the medium term
  - maintaining the availability of government's financial systems at 98 per cent, and providing reliable, efficient and effective support and user training, over the medium term
  - modernising and automating financial management systems.
- Support government's efforts to build capacity in financial management across the 3 spheres of government by introducing minimum competency profiles and offering graduate internships in financial management annually.
- Improve financial management in provincial and local government by:
  - developing and implementing financial recovery plans and providing technical assistance on an ongoing basis
  - supporting municipalities in implementing financial management reforms and ensuring their compliance with the Municipal Finance Management Act (2003), as required, over the medium term.
- Modernise the supply chain management system for government over the medium term by:
  - introducing policy reforms to ensure that all procuring government institutions implement a single supply chain management policy
  - providing training solutions to bridge the skills gap for existing and future supply chain management practitioners.

### Subprogrammes

- *Programme Management for Financial Accounting and Supply Chain Management Systems* supports the planning, monitoring and coordination of deliverables such as modernising and automating financial management systems; and facilitates accountability and governance in the public sector, especially in terms of financial management.
- *Office of the Chief Procurement Officer* aims to modernise the state procurement system to be fair, transparent, competitive and cost effective; and enable the efficient, economic, effective and transparent use of financial and other resources, including state assets, for improved service delivery. This subprogramme also promotes, supports and enforces the transparent and effective management of state procurement and the sound stewardship of government assets and resources.
- *Financial Systems* maintains and improves existing financial management, supply chain and human resources systems and develops and implements modern, automated systems to replace outdated systems across national and provincial departments.
- *Financial Reporting for National Accounts* is responsible for accounting for the National Revenue Fund and the Reconstruction and Development Programme Fund, providing banking services to national government,

providing support for all spheres of government in implementing financial reporting frameworks, and preparing consolidated financial statements.

- *Financial Management Policy and Compliance Improvement* improves financial management and develops financial management regulatory frameworks with local and international best practice; develops and implements accounting policies; and improves government's financial management, risk management and internal audit capacity.
- *Audit Statutory Bodies* is a transfer payment to the Auditor-General of South Africa for the implementation of the amendments to the Public Audit Act (2004).
- *Service Charges: Commercial Banks* is a transfer payment that provides for bank charges for the deposit accounts of all government departments.

## Expenditure trends and estimates

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

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28	2024/25 - 2027/28
Programme Management for Financial Accounting and Supply Chain Management Systems	42.9	41.8	58.3	62.1	13.1%	6.9%	84.0	89.9	93.4	14.6%	10.1%
Office of the Chief Procurement Officer	67.7	73.6	79.2	81.8	6.5%	10.1%	89.8	94.2	98.0	6.2%	11.2%
Financial Systems	400.7	317.6	333.8	353.7	-4.1%	47.0%	341.4	351.9	380.4	2.5%	43.8%
Financial Reporting for National Accounts	107.2	111.3	114.4	120.3	3.9%	15.2%	140.4	147.8	155.9	9.0%	17.3%
Financial Management Policy and Compliance Improvement	92.9	122.2	118.9	136.3	13.6%	15.7%	138.0	146.4	152.5	3.8%	17.6%
Audit Statutory Bodies	50.0	50.0	50.0	—	-100.0%	5.0%	—	—	—	—	—
Service Charges: Commercial Banks	0.3	0.2	0.3	0.4	5.7%	—	0.4	0.4	0.4	4.5%	—
<b>Total</b>	<b>761.7</b>	<b>716.7</b>	<b>754.9</b>	<b>754.6</b>	<b>-0.3%</b>	<b>100.0%</b>	<b>794.0</b>	<b>830.5</b>	<b>880.6</b>	<b>5.3%</b>	<b>100.0%</b>
Change to 2024				—			18.4	13.0	26.2		
Budget estimate											
<b>Economic classification</b>											
<b>Current payments</b>	<b>645.7</b>	<b>597.2</b>	<b>633.2</b>	<b>685.4</b>	<b>2.0%</b>	<b>85.7%</b>	<b>715.4</b>	<b>754.3</b>	<b>797.4</b>	<b>5.2%</b>	<b>90.6%</b>
Compensation of employees	208.0	213.1	225.9	237.7	4.6%	29.6%	265.9	283.8	297.4	7.8%	33.3%
Goods and services	437.7	384.1	407.3	447.7	0.8%	56.1%	449.5	470.5	499.9	3.7%	57.3%
of which:						—					—
Audit costs: External	8.4	5.1	6.7	9.5	4.2%	1.0%	10.4	10.9	11.4	6.3%	1.3%
Bursaries: Employees	0.8	1.2	1.9	3.5	59.9%	0.3%	3.3	3.6	3.8	2.7%	0.4%
Computer services	369.8	292.3	303.8	325.9	-4.1%	43.2%	305.0	314.8	336.1	1.0%	39.3%
Consultants: Business and advisory services	50.9	75.4	86.3	88.5	20.3%	10.1%	109.7	118.2	122.1	11.3%	13.5%
Travel and subsistence	1.7	5.4	3.1	8.6	72.8%	0.6%	8.2	9.8	10.4	6.6%	1.1%
Venues and facilities	2.6	1.1	1.2	2.3	-4.9%	0.2%	2.4	2.5	4.9	29.5%	0.4%
<b>Transfers and subsidies</b>	<b>112.1</b>	<b>112.5</b>	<b>112.4</b>	<b>64.2</b>	<b>-16.9%</b>	<b>13.4%</b>	<b>67.0</b>	<b>70.0</b>	<b>73.2</b>	<b>4.5%</b>	<b>8.4%</b>
Departmental agencies and accounts	109.0	110.3	110.5	62.2	-17.0%	13.1%	65.0	68.0	71.0	4.5%	8.2%
Households	3.1	2.3	1.9	2.0	-14.1%	0.3%	1.9	2.0	2.1	2.8%	0.2%
<b>Payments for capital assets</b>	<b>3.9</b>	<b>6.9</b>	<b>9.2</b>	<b>5.0</b>	<b>8.5%</b>	<b>0.8%</b>	<b>11.6</b>	<b>6.2</b>	<b>10.1</b>	<b>26.1%</b>	<b>1.0%</b>
Machinery and equipment	3.9	6.9	9.2	5.0	8.7%	0.8%	11.6	6.2	10.1	26.1%	1.0%
Software and other intangible assets	0.0	—	—	—	-100.0%	—	—	—	—	—	—
<b>Payments for financial assets</b>	<b>—</b>	<b>0.0</b>	<b>0.1</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total</b>	<b>761.7</b>	<b>716.7</b>	<b>754.9</b>	<b>754.6</b>	<b>-0.3%</b>	<b>100.0%</b>	<b>794.0</b>	<b>830.5</b>	<b>880.6</b>	<b>5.3%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>1.4%</b>	<b>2.3%</b>	<b>2.7%</b>	<b>2.9%</b>	<b>—</b>	<b>—</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.9%</b>	<b>—</b>	<b>—</b>
<b>Details of transfers and subsidies</b>											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	1.8	1.6	1.9	2.0	3.2%	0.2%	1.9	2.0	2.1	2.8%	0.2%
Employee social benefits	1.8	1.6	1.9	2.0	3.2%	0.2%	1.9	2.0	2.1	2.8%	0.2%
<b>Other transfers to households</b>											
<b>Current</b>	1.3	0.7	—	—	-100.0%	0.1%	—	—	—	—	—
Bursaries for non-employees	1.3	0.7	—	—	-100.0%	0.1%	—	—	—	—	—
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	109.0	110.3	110.5	62.2	-17.0%	13.1%	65.0	68.0	71.0	4.5%	8.2%
Accounting Standards Board	14.4	14.6	14.6	14.8	1.1%	2.0%	15.5	16.2	16.9	4.5%	1.9%
Independent Regulatory Board for Auditors	44.6	45.7	45.9	47.4	2.1%	6.1%	49.5	51.8	54.1	4.5%	6.2%
Auditor-General of South Africa	50.0	50.0	50.0	—	-100.0%	5.0%	—	—	—	—	—

## Personnel information

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

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment		Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26		2026/27		2027/28				2024/25 - 2027/28		
Financial Accounting and Supply Chain Management Systems			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	269	43	255	225.9	0.9	253	237.7	0.9	267	265.9	1.0	271	283.8	1.0	270	297.4	1.1	2.2%	100.0%
1 – 6	11	7	11	3.7	0.3	12	4.3	0.4	12	4.6	0.4	13	5.4	0.4	13	5.7	0.4	3.5%	4.8%
7 – 10	119	35	108	60.6	0.6	107	64.3	0.6	115	74.0	0.6	118	79.8	0.7	118	84.3	0.7	3.4%	43.2%
11 – 12	69	–	67	72.0	1.1	68	79.3	1.2	70	86.7	1.2	70	92.5	1.3	70	97.6	1.4	0.8%	26.2%
13 – 16	70	1	69	89.5	1.3	66	89.8	1.4	70	100.6	1.4	70	106.2	1.5	69	109.9	1.6	1.3%	25.9%

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

2. Rand million.

## Programme 6: International Financial Relations

### Programme purpose

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

### Objectives

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

### Subprogrammes

- *Programme Management for International Financial Relations* supports the planning, monitoring and delivery of the programme's activities with the World Bank country office, the African Development Bank regional resource centre and the New Development Bank. This subprogramme oversees South Africa's representation in international and regional financial institutions; manages bilateral and multilateral relationships on behalf of National Treasury; and plans, implements and monitors programmes and activities that advance South Africa's national interests.
- *International Economic Cooperation* focuses on improving South Africa's participation in regional and international economic institutions. This entails working through key economic institutions and forums such as the Southern African Customs Union, the SADC, the United Nations Economic Commission for Africa, the African Union's New Partnership for Africa's Development, the International Monetary Fund, the G20, the G24, the BRICS (Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Indonesia, Iran and the United Arab

Emirates) group of countries, the Organisation for Economic Cooperation and Development, and the World Economic Forum.

- *African Integration and Support* enables National Treasury's participation in African interventions and arrangements aimed at bringing about support and integration between African states and institutions. This subprogramme facilitates the transfer of funds to Eswatini, Lesotho and Namibia for Common Monetary Area compensation. In this agreement, South Africa compensates the member countries for the use of the rand within their borders. It also includes technical support provided to regional capacity-building institutions such as the Collaborative Budget Reform Initiative, the Infrastructure Consortium for Africa, the African Capacity Building Foundation, the African Institute for Economic Development and Planning, and the International Monetary Fund's Regional Technical Assistance Centre for Southern Africa.
- *International Development Funding Institutions* provides for subscriptions and contributions to international development institutions and banks. This subprogramme transfers funds to the African Development Bank and the International Bank for Reconstruction and Development to pay for shares, and to the African Development Fund and the World Bank Group's International Development Association for the provision of concessional loans and grants to low-income countries. In line with South Africa's shareholding agreement, this subprogramme also facilitates capital transfers for the New Development Bank.
- *International Projects* transfers funds to international projects and interventions for various causes such as capacity building and catastrophe and disaster relief for affected low-income countries. To this end, the department contributes to the Commonwealth Fund for Technical Cooperation and the International Finance Facility for Immunisation. The facility transfers funds to the Global Alliance for Vaccines and Immunisation, a public-private global health partnership, to support health care, particularly the provision of vaccines to reduce the number of deaths preventable by vaccination among children in low-income countries.

## Expenditure trends and estimates

**Table 8.16 International Financial Relations expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	Average Expenditure/ Total (%)	2025/26	2026/27	2027/28	2024/25 - 2027/28	Average Expenditure/ Total (%)
R million											
Programme Management for International Financial Relations	4.7	10.1	14.7	18.1	57.1%	0.3%	16.2	16.9	18.1	-0.2%	0.6%
International Economic Cooperation	27.7	30.5	35.1	93.4	49.9%	1.2%	148.1	75.7	77.7	-5.9%	3.3%
African Integration and Support	1 569.2	1 664.2	1 505.5	1 639.1	1.5%	39.5%	1 673.8	1 746.0	1 838.6	3.9%	58.2%
International Development Funding Institutions	6 203.4	1 119.3	1 126.6	997.5	-45.6%	58.5%	1 076.4	1 125.7	1 176.7	5.7%	36.9%
International Projects	21.5	24.5	25.9	27.2	8.1%	0.6%	28.2	29.4	30.7	4.2%	1.0%
<b>Total</b>	<b>7 826.5</b>	<b>2 848.6</b>	<b>2 707.7</b>	<b>2 775.3</b>	<b>-29.2%</b>	<b>100.0%</b>	<b>2 942.8</b>	<b>2 993.9</b>	<b>3 141.8</b>	<b>4.2%</b>	<b>100.0%</b>
Change to 2024 Budget estimate				-			47.3	(39.2)	(28.4)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>32.2</b>	<b>40.2</b>	<b>49.5</b>	<b>111.0</b>	<b>51.1%</b>	<b>1.4%</b>	<b>163.3</b>	<b>91.6</b>	<b>94.7</b>	<b>-5.1%</b>	<b>3.9%</b>
Compensation of employees	30.5	33.0	38.5	41.7	11.0%	0.9%	44.4	49.2	50.4	6.5%	1.6%
Goods and services	1.7	7.1	11.0	69.3	243.0%	0.6%	118.9	42.4	44.3	-13.8%	2.3%
of which:											
Administrative fees	0.1	0.1	0.3	0.6	59.1%	-	0.7	0.6	0.6	4.7%	-
Bursaries: Employees	0.2	0.1	0.0	0.6	47.8%	-	0.4	0.4	0.5	-6.9%	-
Consultants: Business and advisory services	-	0.0	0.0	7.9	-	-	0.6	0.7	0.7	-55.3%	0.1%
Travel and subsistence	0.9	5.7	8.8	11.7	135.8%	0.2%	11.8	11.9	12.4	1.8%	0.4%
Operating payments	0.4	0.9	1.3	1.4	56.3%	-	1.4	1.5	1.6	5.0%	-
Venues and facilities	-	0.0	0.2	46.5	-	0.3%	103.0	26.4	27.7	-15.9%	1.7%
<b>Transfers and subsidies</b>	<b>1 744.2</b>	<b>1 848.1</b>	<b>1 707.1</b>	<b>1 846.9</b>	<b>1.9%</b>	<b>44.2%</b>	<b>1 890.8</b>	<b>1 972.8</b>	<b>2 075.7</b>	<b>4.0%</b>	<b>65.7%</b>
Foreign governments and international organisations	1 744.2	1 847.9	1 707.0	1 846.9	1.9%	44.2%	1 890.8	1 972.8	2 075.7	4.0%	65.7%
Households	0.0	0.2	0.1	-	-100.0%	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.6</b>	<b>45.7%</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	<b>1.1</b>	<b>25.2%</b>	<b>-</b>
Machinery and equipment	0.2	0.2	0.2	0.6	45.7%	-	1.0	1.0	1.1	25.2%	-
<b>Payments for financial assets</b>	<b>6 049.9</b>	<b>960.2</b>	<b>950.8</b>	<b>816.9</b>	<b>-48.7%</b>	<b>54.3%</b>	<b>887.7</b>	<b>928.4</b>	<b>970.4</b>	<b>5.9%</b>	<b>30.4%</b>
<b>Total</b>	<b>7 826.5</b>	<b>2 848.6</b>	<b>2 707.7</b>	<b>2 775.3</b>	<b>-29.2%</b>	<b>100.0%</b>	<b>2 942.8</b>	<b>2 993.9</b>	<b>3 141.8</b>	<b>4.2%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>13.9%</b>	<b>9.3%</b>	<b>9.9%</b>	<b>10.5%</b>	<b>-</b>	<b>-</b>	<b>10.5%</b>	<b>10.2%</b>	<b>10.3%</b>	<b>-</b>	<b>-</b>

**Table 8.16 International Financial Relations expenditure trends and estimates by subprogramme and economic classification (continued)**

Details of transfers and subsidies	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million											
<b>Households</b>											
<b>Social benefits</b>											
<b>Current</b>	0.0	0.2	0.1	–	-100.0%	–	–	–	–	–	–
Employee social benefits	0.0	0.2	0.1	–	-100.0%	–	–	–	–	–	–
<b>Foreign governments and international organisations</b>											
<b>Current</b>	1 605.3	1 668.6	1 476.7	1 666.3	1.3%	39.7%	1 702.1	1 775.4	1 869.4	3.9%	59.2%
Common Monetary Area compensation	1 565.7	1 622.1	1 445.6	1 633.3	1.4%	38.8%	1 668.2	1 740.1	1 832.5	3.9%	58.0%
Collaborative Africa Budget Reform Initiative	2.3	2.6	2.8	2.9	8.1%	0.1%	2.7	2.8	2.9	0.2%	0.1%
Commonwealth Fund for Technical Cooperation	5.9	6.4	7.0	6.3	2.0%	0.2%	6.6	7.0	7.3	5.0%	0.2%
International Finance Facility for Immunisation	15.6	18.0	18.9	20.9	10.2%	0.5%	21.6	22.4	23.4	4.0%	0.7%
African Institute for Economic Development and Planning	1.1	–	1.5	1.5	8.9%	–	1.5	1.6	1.6	3.7%	0.1%
Regional Technical Assistance Centre for Southern Africa	–	1.3	1.0	1.4	–	–	1.5	1.5	1.6	4.5%	0.1%
New Development Bank Project Preparation Fund	14.6	18.2	–	–	-100.0%	0.2%	–	–	–	–	–
<b>Capital</b>	138.9	179.2	230.4	180.6	9.2%	4.5%	188.7	197.4	206.3	4.5%	6.5%
African Development Fund	79.2	77.7	109.4	114.3	13.0%	2.4%	119.4	124.9	130.5	4.5%	4.1%
World Bank Group	59.7	63.3	66.3	66.3	3.6%	1.6%	69.3	72.5	75.8	4.5%	2.4%
Financial Intermediary Fund	–	38.3	54.7	–	–	0.6%	–	–	–	–	–

## Personnel information

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

Number of posts estimated for 31 March 2025			Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment												Average growth rate (%)	Average: Salary level/ Total (%)			
Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26		2026/27		2027/28		2024/25 - 2027/28					
International Financial Relations			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Salary level	32	2	38	38.5	1.0	49	41.7	0.8	50	44.4	0.9	52	49.2	0.9	51	50.4	1.0	1.1%	100.0%
1 – 6	2	2	2	0.2	0.1	2	0.2	0.1	2	0.3	0.1	2	0.3	0.1	2	0.3	0.1	–	4.0%
7 – 10	10	–	11	6.7	0.6	15	10.1	0.7	16	11.1	0.7	17	13.0	0.7	17	13.7	0.8	4.4%	32.5%
11 – 12	7	–	7	5.9	0.8	9	8.5	0.9	9	9.0	1.0	10	10.5	1.0	9	10.5	1.1	1.6%	18.6%
13 – 16	13	–	18	17.3	1.0	23	22.8	1.0	23	24.1	1.0	23	25.4	1.1	22	25.9	1.2	-1.3%	45.0%
Other	–	–	–	8.3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

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

2. Rand million.

## Programme 7: Revenue Administration

### Programme purpose

Ensure the efficient transfer of funds to the South African Revenue Service for the administration of an efficient tax system and for the provision of tax education to the public. Ensure maximum compliance with tax and customs legislation, maximise revenue collection and facilitate trade.

### Objective

- Maximise revenue collection by ensuring the monthly transfer of funds to the South African Revenue Service for the administration of an effective tax system, the provision of tax education to the public and maximum compliance with tax and customs legislation.

## Subprogramme

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

## Expenditure trends and estimates

**Table 8.18 Revenue Administration expenditure trends and estimates by subprogramme and economic classification**

Subprogramme				Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome											
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
South African Revenue Service	11 295.2	11 635.8	13 280.7	12 388.6	3.1%	100.0%	13 409.6	13 895.3	14 455.8	5.3%	100.0%
Total	11 295.2	11 635.8	13 280.7	12 388.6	3.1%	100.0%	13 409.6	13 895.3	14 455.8	5.3%	100.0%
Change to 2024 Budget estimate				–			528.0	1 500.0	1 500.0		
Economic classification											
Transfers and subsidies	11 295.2	11 635.8	13 280.7	12 388.6	3.1%	100.0%	13 409.6	13 895.3	14 455.8	5.3%	100.0%
Departmental agencies and accounts	11 295.2	11 635.8	13 280.7	12 388.6	3.1%	100.0%	13 409.6	13 895.3	14 455.8	5.3%	100.0%
Total	11 295.2	11 635.8	13 280.7	12 388.6	3.1%	100.0%	13 409.6	13 895.3	14 455.8	5.3%	100.0%
Proportion of total programme expenditure to vote expenditure	20.0%	37.8%	48.4%	47.1%	–	–	47.9%	47.4%	47.4%	–	–
Details of transfers and subsidies											
Departmental agencies and accounts											
Departmental agencies (non-business entities)											
Current	10 198.9	11 085.8	12 780.7	11 946.0	5.4%	94.7%	12 497.8	12 997.2	13 539.7	4.3%	94.1%
South African Revenue Service: Operations	10 154.1	11 039.3	12 729.5	11 892.5	5.4%	94.3%	12 441.8	12 938.7	13 478.6	4.3%	93.7%
South African Revenue Service: Office of the Tax Ombud	44.9	46.5	51.2	53.5	6.1%	0.4%	55.9	58.5	61.2	4.5%	0.4%
Capital	1 096.3	550.0	500.0	442.5	-26.1%	5.3%	911.9	898.1	916.1	27.4%	5.9%
South African Revenue Service: Machinery and equipment	1 096.3	550.0	500.0	442.5	-26.1%	5.3%	911.9	898.1	916.1	27.4%	5.9%

## Programme 8: Financial Intelligence and State Security

### Programme purpose

Ensure the efficient transfer of funds to the Financial Intelligent Centre and State Security Agency to enhance the state's ability to combat financial crime, including money laundering and terror financing activities. Gather intelligence for the purposes of national security, defence and combating crime.

### Objective

- Enhance the state's ability to combat financial crime, including money laundering and terror financing activities, and gather intelligence for the purposes of national security, defence and combating crime by ensuring the monthly transfer of funds to the Financial Intelligence Centre and State Security Agency.

### Subprogrammes

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



## Expenditure trends and estimates

**Table 8.19 Financial Intelligence and State Security expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million				2024/25	2021/22 - 2024/25					2024/25 - 2027/28	
Financial Intelligence Centre	297.3	316.8	385.7	400.9	10.5%	6.6%	481.0	502.2	526.6	9.5%	8.4%
Secret Services	4 702.3	5 078.7	5 038.7	4 864.7	1.1%	93.4%	5 117.5	5 351.9	5 594.9	4.8%	91.6%
<b>Total</b>	<b>4 999.5</b>	<b>5 395.5</b>	<b>5 424.5</b>	<b>5 265.6</b>	<b>1.7%</b>	<b>100.0%</b>	<b>5 598.5</b>	<b>5 854.2</b>	<b>6 121.5</b>	<b>5.1%</b>	<b>100.0%</b>
Change to 2024				–			76.3	79.0	85.1		
Budget estimate											
<b>Economic classification</b>											
<b>Transfers and subsidies</b>	<b>4 999.5</b>	<b>5 395.5</b>	<b>5 424.5</b>	<b>5 265.6</b>	<b>1.7%</b>	<b>100.0%</b>	<b>5 598.5</b>	<b>5 854.2</b>	<b>6 121.5</b>	<b>5.1%</b>	<b>100.0%</b>
Departmental agencies and accounts	4 999.5	5 395.5	5 424.5	5 265.6	1.7%	100.0%	5 598.5	5 854.2	6 121.5	5.1%	100.0%
<b>Total</b>	<b>4 999.5</b>	<b>5 395.5</b>	<b>5 424.5</b>	<b>5 265.6</b>	<b>1.7%</b>	<b>100.0%</b>	<b>5 598.5</b>	<b>5 854.2</b>	<b>6 121.5</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>8.9%</b>	<b>17.5%</b>	<b>19.8%</b>	<b>20.0%</b>	<b>–</b>	<b>–</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.1%</b>	<b>–</b>	<b>–</b>
<b>Details of transfers and subsidies</b>											
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>4 646.7</b>	<b>4 994.2</b>	<b>5 039.2</b>	<b>4 863.0</b>	<b>1.5%</b>	<b>92.7%</b>	<b>5 177.9</b>	<b>5 414.3</b>	<b>5 661.7</b>	<b>5.2%</b>	<b>92.5%</b>
Financial Intelligence Centre:	279.1	292.3	366.4	380.6	10.9%	6.3%	459.8	480.1	503.5	9.8%	8.0%
Operations											
Secret Services: Operations	4 367.6	4 701.9	4 672.9	4 482.4	0.9%	86.4%	4 718.1	4 934.2	5 158.2	4.8%	84.5%
<b>Capital</b>	<b>352.9</b>	<b>401.3</b>	<b>385.3</b>	<b>402.6</b>	<b>4.5%</b>	<b>7.3%</b>	<b>420.6</b>	<b>439.9</b>	<b>459.8</b>	<b>4.5%</b>	<b>7.5%</b>
Financial Intelligence Centre:	18.2	24.6	19.4	20.2	3.7%	0.4%	21.2	22.1	23.1	4.5%	0.4%
Machinery and equipment											
Secret Services: Machinery and equipment	334.7	376.8	365.9	382.3	4.5%	6.9%	399.5	417.8	436.6	4.5%	7.2%

## Entities

### Accounting Standards Board

#### Selected performance indicators

**Table 8.20 Accounting Standards Board performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of Accounting Forum meetings per year	Administration	Entity mandate	8	8	8	8	8	8	8
Number of articles on different topics to continue raising awareness among stakeholders per year	Administration		5	4	4	4	4	4	4
Percentage of International Public Sector Accounting Standards meetings attended (virtual/physical) and percentage of meetings as an observer at the Financial Reporting Standards Council for sustainability reporting once it is established per year	Administration		– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	100%	100%	100%

1. No historical data available.

#### Entity overview

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

In line with its mandate, the board will focus on educational activities for preparers and users of financial statements, and review and revise existing standards to ensure alignment with international best practice.

Expenditure is expected to increase at an average annual rate of 4.1 per cent, from R15.1 million in 2024/25 to R17.1 million in 2027/28, with compensation of employees accounting for an estimated 74.7 per cent

(R36.8 million) of expenditure over the period ahead. The board derives its revenue mainly through transfers from the department. Revenue is expected to increase in line with expenditure.

### Programmes/Objectives/Activities

**Table 8.21 Accounting Standards Board expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Administration	13.5	12.2	13.7	15.1	3.7%	100.0%	15.6	16.3	17.1	4.1%	100.0%
<b>Total</b>	<b>13.5</b>	<b>12.2</b>	<b>13.7</b>	<b>15.1</b>	<b>3.7%</b>	<b>100.0%</b>	<b>15.6</b>	<b>16.3</b>	<b>17.1</b>	<b>4.1%</b>	<b>100.0%</b>

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

**Table 8.22 Accounting Standards Board statements of financial performance, cash flow and financial position**

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Revenue</b>											
Non-tax revenue	0.2	0.3	0.7	0.3	11.6%	2.7%	0.1	0.1	0.1	-24.3%	1.1%
Other non-tax revenue	0.2	0.3	0.7	0.3	11.6%	2.7%	0.1	0.1	0.1	-24.3%	1.1%
<b>Transfers received</b>	<b>13.2</b>	<b>12.8</b>	<b>13.5</b>	<b>14.8</b>	<b>4.1%</b>	<b>97.3%</b>	<b>15.5</b>	<b>16.2</b>	<b>16.9</b>	<b>4.5%</b>	<b>98.9%</b>
<b>Total revenue</b>	<b>13.4</b>	<b>13.2</b>	<b>14.2</b>	<b>15.1</b>	<b>4.2%</b>	<b>100.0%</b>	<b>15.6</b>	<b>16.3</b>	<b>17.1</b>	<b>4.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
Current expenses	13.5	12.2	13.7	15.1	3.7%	100.0%	15.6	16.3	17.1	4.1%	100.0%
Compensation of employees	10.5	9.4	9.7	11.1	1.7%	74.7%	11.6	12.3	12.9	5.2%	74.7%
Goods and services	2.9	2.7	4.0	4.0	10.5%	24.7%	3.9	3.9	4.1	1.1%	24.8%
Depreciation	0.1	0.1	0.0	0.1	-4.3%	0.6%	0.1	0.1	0.1	—	0.5%
<b>Total expenses</b>	<b>13.5</b>	<b>12.2</b>	<b>13.7</b>	<b>15.1</b>	<b>3.7%</b>	<b>100.0%</b>	<b>15.6</b>	<b>16.3</b>	<b>17.1</b>	<b>4.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(0.2)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>-100.0%</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>0.9</b>	<b>3.4</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>-161.4%</b>	<b>100.0%</b>	<b>0.0</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>-18.9%</b>	<b>100.0%</b>
<b>Receipts</b>											
Transfers received	14.4	14.6	14.6	14.8	1.1%	100.0%	15.5	16.2	16.9	4.5%	100.0%
Financial transactions in assets and liabilities	0.0	0.0	0.0	—	-100.0%	—	—	—	—	—	—
<b>Total receipts</b>	<b>14.4</b>	<b>14.6</b>	<b>14.6</b>	<b>14.8</b>	<b>1.0%</b>	<b>100.0%</b>	<b>15.5</b>	<b>16.2</b>	<b>16.9</b>	<b>4.5%</b>	<b>100.0%</b>
<b>Payment</b>											
Current payments	13.5	11.2	14.9	15.0	3.7%	100.0%	15.5	16.3	17.0	4.3%	100.0%
Compensation of employees	10.8	8.5	10.2	11.1	1.0%	74.5%	11.6	12.3	12.9	5.2%	75.0%
Goods and services	2.7	2.7	4.7	4.0	13.5%	25.5%	3.9	4.0	4.2	1.7%	25.0%
<b>Total payments</b>	<b>13.5</b>	<b>11.2</b>	<b>14.9</b>	<b>15.0</b>	<b>3.7%</b>	<b>100.0%</b>	<b>15.5</b>	<b>16.3</b>	<b>17.0</b>	<b>4.3%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>0.1</b>	<b>0.3</b>	<b>0.7</b>	<b>0.2</b>	<b>18.3%</b>	<b>100.0%</b>	<b>(0.0)</b>	<b>0.1</b>	<b>0.1</b>	<b>-19.4%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.1)	(0.0)	(0.0)	(0.1)	-3.5%	-28.7%	(0.1)	(0.0)	(0.0)	-42.5%	758.6%
Proceeds from the sale of property, plant and intangible assets	0.0	—	—	—	-100.0%	3.7%	—	—	—	—	—
Other flows from investing activities	0.2	0.3	0.7	0.3	13.8%	124.9%	0.1	0.1	0.1	-24.4%	-658.6%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>1.0</b>	<b>3.7</b>	<b>0.4</b>	<b>(0.0)</b>	<b>-100.0%</b>	<b>10.3%</b>	<b>0.0</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>10 620.0%</b>	<b>100.0%</b>
<b>Statement of financial position</b>											
Carrying value of assets	0.2	0.1	0.1	0.0	-35.3%	5.1%	0.1	0.1	0.0	-21.2%	11.0%
of which:											
Acquisition of assets	(0.1)	(0.0)	(0.0)	(0.1)	-3.5%	100.0%	(0.1)	(0.0)	(0.0)	-42.5%	100.0%
Receivables and prepayments	—	0.1	0.8	—	—	3.1%	—	—	—	—	—
Cash and cash equivalents	1.9	5.7	6.1	0.5	-36.0%	91.8%	0.5	0.5	0.5	1.7%	89.0%
<b>Total assets</b>	<b>2.1</b>	<b>5.8</b>	<b>6.9</b>	<b>0.6</b>	<b>-36.0%</b>	<b>100.0%</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.1%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	0.2	1.3	1.7	0.0	-45.7%	15.1%	0.1	0.0	(0.1)	-231.5%	1.1%
Capital reserve fund	1.4	3.0	4.2	—	-100.0%	44.2%	—	—	—	—	—
Trade and other payables	0.2	0.2	0.3	0.2	-7.7%	11.0%	0.2	0.2	0.2	6.3%	28.5%
Provisions	0.4	1.3	0.8	0.4	1.6%	29.7%	0.4	0.4	0.4	5.6%	70.4%
<b>Total equity and liabilities</b>	<b>2.1</b>	<b>5.8</b>	<b>6.9</b>	<b>0.6</b>	<b>-36.0%</b>	<b>100.0%</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.1%</b>	<b>100.0%</b>

## Personnel information

**Table 8.23 Accounting Standards Board personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average salary level/ Total (%)	
Number of funded posts	Number of approved establishment posts		Actual			Revised estimate			Medium-term expenditure estimate											2024/25 - 2027/28
			2023/24			2024/25			2025/26			2026/27			2027/28					
Accounting Standards Board			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	7	7	7	9.7	1.4	7	11.1	1.6	7	11.6	1.7	7	12.3	1.8	7	12.9	1.8	–	100.0%	
1 – 6	1	1	1	0.4	0.4	1	0.5	0.5	1	0.5	0.5	1	0.5	0.5	1	0.5	0.5	–	14.3%	
11 – 12	1	1	1	0.9	0.9	1	1.0	1.0	1	1.0	1.0	1	1.1	1.1	1	1.1	1.1	–	14.3%	
13 – 16	4	4	4	5.9	1.5	4	6.7	1.7	4	7.1	1.8	4	7.5	1.9	4	7.8	2.0	–	57.1%	
17 – 22	1	1	1	2.5	2.5	1	2.9	2.9	1	3.0	3.0	1	3.2	3.2	1	3.4	3.4	–	14.3%	

1. Rand million.

## Development Bank of Southern Africa

### Selected performance indicators

**Table 8.24 Development Bank of Southern Africa performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Cost-to-income ratio (bank wide)	Administration	Outcome 4: Increased infrastructure investment and job creation	23% (R1.4bn/ R6.1bn)	23% (R1.6bn/ R6.9bn)	19% (R1.7bn/ R8.8bn)	34%	32%	32%	31%
Total value of disbursements to infrastructure-related projects per year	Development finance		R12.9bn	R12.7bn	R17bn	R14.5bn	R15.5bn	R19.4bn	R20.6bn
Value of bank-wide net profit/(loss) per year	Development finance		R3.82bn	R5.21bn	R4.67bn	R3.16bn	R4.01bn	R4.05bn	R4.15bn
Net interest as a percentage of interest income	Development finance		66% (R5.9bn/ R9bn)	61% (R6.5bn/ R10.7bn)	59% (R7.7bn/ R13bn)	57%	57%	57%	56%

### Entity overview

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

The bank aims to support the development of infrastructure in municipalities over the medium term to address backlogs and expedite the delivery of essential social services to create sustainable living conditions and improve quality of life. It also plans to disburse R30 million in 2025/26 to support more than 20 under-resourced municipalities in developing infrastructure plans for water, sanitation, electricity, roads, stormwater and other investments, and will set aside up to R239 million per year over the next 3 years for planning and implementation support for infrastructure projects in selected under-capacitated municipalities.

Expenditure is expected to increase at an average annual rate of 3.8 per cent, from R10 billion in 2024/25 to R11.2 billion in 2027/28. The bank derives its revenue mainly through interest on investments and fees. Revenue is expected to increase at an average annual rate of 5.2 per cent, from R13.2 billion in 2024/25 to R15.4 billion in 2027/28.

## Programmes/Objectives/Activities

**Table 8.25 Development Bank of Southern Africa expenditure trends and estimates by programme/objective/activity**

					Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome				Revised estimate			Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Administration	970.1	1 329.4	1 458.5	2 117.3	29.7%	18.1%	2 123.3	2 158.3	2 216.3	1.5%	20.7%
Development finance	4 711.2	5 453.0	7 358.4	7 633.8	17.5%	78.7%	7 462.9	8 001.9	8 653.9	4.3%	76.3%
Non-financing development activities	195.0	233.1	276.4	282.1	13.1%	3.1%	305.7	325.0	345.4	7.0%	3.0%
Total	5 876.3	7 015.5	9 093.3	10 033.2	19.5%	100.0%	9 891.9	10 485.2	11 215.6	3.8%	100.0%

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

**Table 8.26 Development Bank of Southern Africa statements of financial performance, cash flow and financial position**

Statement of financial performance						Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate	Average growth rate (%)		Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Revenue											
Non-tax revenue	9 467.6	11 936.6	13 543.3	13 140.9	11.5%	98.4%	13 863.5	14 495.3	15 329.0	5.3%	99.7%
Sale of goods and services other than capital assets	279.8	334.7	376.0	403.4	13.0%	2.9%	379.9	416.5	457.2	4.3%	2.9%
Other non-tax revenue	9 187.8	11 601.9	13 167.3	12 737.5	11.5%	95.5%	13 483.6	14 078.8	14 871.8	5.3%	96.8%
Transfers received	233.8	288.8	198.8	47.3	-41.3%	1.6%	40.0	40.0	41.8	-4.0%	0.3%
Total revenue	9 701.4	12 225.5	13 742.1	13 188.2	10.8%	100.0%	13 903.5	14 535.3	15 370.8	5.2%	100.0%
Expenses											
Current expenses	5 494.9	6 610.8	8 768.3	9 522.5	20.1%	94.8%	9 317.1	9 909.9	10 662.0	3.8%	94.7%
Compensation of employees	849.1	899.5	977.6	1 153.3	10.7%	12.4%	1 269.8	1 354.7	1 445.5	7.8%	12.5%
Goods and services	1 423.6	1 517.4	2 508.4	2 849.2	26.0%	25.5%	2 300.3	2 509.0	2 659.6	-2.3%	24.8%
Depreciation	36.7	31.6	42.6	45.6	7.5%	0.5%	41.7	43.8	45.9	0.2%	0.4%
Interest, dividends and rent on land	3 185.5	4 162.3	5 239.7	5 474.4	19.8%	56.4%	5 705.2	6 002.4	6 511.0	6.0%	56.9%
Transfers and subsidies	381.4	404.7	325.0	510.7	10.2%	5.2%	574.8	575.3	553.5	2.7%	5.3%
Total expenses	5 876.3	7 015.5	9 093.3	10 033.2	19.5%	100.0%	9 891.9	10 485.2	11 215.6	3.8%	100.0%
Surplus/(Deficit)	3 825.2	5 210.0	4 648.8	3 155.0	-6.2%		4 011.7	4 050.1	4 155.3	9.6%	
Cash flow statement											
Cash flow from operating activities	4 362.8	5 411.3	5 639.1	5 699.9	9.3%	100.0%	6 092.2	6 341.2	6 461.0	4.3%	100.0%
Receipts											
Non-tax receipts	8 224.2	10 128.6	11 260.5	13 133.5	16.9%	97.8%	13 707.1	14 309.0	15 263.5	5.1%	99.5%
Sales of goods and services other than capital assets	279.8	334.7	376.0	403.4	13.0%	3.2%	379.9	416.5	457.2	4.3%	2.9%
Other tax receipts	7 944.4	9 793.9	10 884.4	12 730.1	17.0%	94.6%	13 327.2	13 892.5	14 806.3	5.2%	96.6%
Transfers received	233.8	288.8	198.8	47.3	-41.3%	1.9%	40.0	40.0	41.8	-4.0%	0.3%
Financial transactions in assets and liabilities	23.4	30.6	35.0	30.3	9.0%	0.3%	24.3	24.2	14.3	-22.1%	0.2%
Total receipts	8 481.4	10 447.9	11 494.2	13 211.1	15.9%	100.0%	13 771.4	14 373.2	15 319.7	5.1%	100.0%
Payment											
Current payments	4 017.9	5 036.6	5 855.1	7 511.2	23.2%	99.4%	7 679.2	8 032.1	8 858.7	5.7%	100.0%
Compensation of employees	849.1	899.5	977.6	1 153.3	10.7%	17.6%	1 269.8	1 354.7	1 445.5	7.8%	16.3%
Goods and services	418.4	635.2	566.1	883.5	28.3%	11.1%	704.2	675.0	902.2	0.7%	9.9%
Interest and rent on land	2 750.4	3 501.9	4 311.4	5 474.4	25.8%	70.7%	5 705.2	6 002.4	6 511.0	6.0%	73.9%
Payments for financial assets	100.7	—	—	—	-100.0%	0.6%	—	—	—	—	—
Total payments	4 118.6	5 036.6	5 855.1	7 511.2	22.2%	100.0%	7 679.2	8 032.1	8 858.7	5.7%	100.0%
Net cash flow from advancing activities (financial institutions only)	(1 744.5)	(4 989.6)	(3 816.5)	(5 452.6)	46.2%	100.0%	(5 658.4)	(7 950.1)	(2 902.4)	-19.0%	100.0%
Disbursements and other payments	(13 245.3)	(14 049.4)	(17 164.9)	(14 945.7)	4.1%	441.2%	(15 902.9)	(19 777.1)	(20 854.1)	11.7%	380.6%
Repayments and other receipts	11 500.9	9 059.8	13 348.4	9 493.1	-6.2%	-341.2%	10 244.6	11 827.0	17 951.6	23.7%	-280.6%

**Table 8.26 Development Bank of Southern Africa statements of financial performance, cash flow and financial position (continued)**

Cash flow statement					Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate							
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Net cash flow from investing activities	(21.5)	30.7	(201.1)	(126.4)	80.4%	100.0%	(134.1)	(134.9)	(135.6)	2.4%	100.0%
Acquisition of property, plant, equipment and intangible assets	(51.1)	(49.0)	(34.8)	(124.4)	34.5%	48.3%	(124.4)	(124.4)	(124.4)	–	93.8%
Acquisition of software and other intangible assets	(9.1)	(10.1)	(8.4)	(25.6)	41.4%	8.4%	(25.6)	(25.6)	(25.6)	–	19.3%
Proceeds from the sale of property, plant, equipment and intangible assets	–	–	0.5	–	–	-0.1%	–	–	–	–	–
Other flows from investing activities	38.6	89.8	(158.4)	23.7	-15.1%	43.3%	15.9	15.1	14.4	-15.3%	-13.1%
Net cash flow from financing activities	(3 585.3)	(2 276.4)	3 016.2	(3 227.3)	-3.4%	100.0%	(6 398.3)	2 218.3	(3 248.6)	0.2%	100.0%
Borrowing activities	(13 338.5)	(13 174.6)	(10 364.1)	(11 823.0)	-3.9%	243.4%	(12 381.8)	(11 284.1)	(19 910.6)	19.0%	166.0%
Other flows from financing activities	9 753.2	10 898.2	13 380.3	8 595.7	-4.1%	-143.4%	5 983.6	13 502.4	16 662.1	24.7%	-66.0%
Net increase/(decrease) in cash and cash equivalents	(988.5)	(1 824.0)	4 637.7	(3 106.4)	46.5%	-5.7%	(6 098.6)	474.5	174.3	-138.3%	100.0%
Statement of financial position											
Carrying value of assets of which:	508.3	500.8	507.1	651.6	8.6%	0.5%	665.5	771.8	875.8	10.4%	0.6%
Acquisition of assets	(51.1)	(49.0)	(34.8)	(124.4)	34.5%	100.0%	(124.4)	(124.4)	(124.4)	–	100.0%
Investments	5 922.1	5 613.9	5 349.0	4 794.4	-6.8%	5.0%	4 786.0	4 790.2	4 770.5	-0.2%	4.1%
Loans	85 348.3	95 881.7	101 416.2	101 743.2	6.0%	87.2%	100 633.3	106 960.2	108 046.6	2.0%	89.4%
Receivables and prepayments	259.3	402.1	238.7	332.4	8.6%	0.3%	379.4	398.3	418.3	8.0%	0.3%
Cash and cash equivalents	7 990.1	6 166.1	10 803.8	6 115.1	-8.5%	7.0%	6 259.1	6 733.7	6 908.0	4.1%	5.6%
Total assets	100 028.0	108 564.6	118 314.9	113 636.7	4.3%	100.0%	112 723.3	119 654.2	121 019.2	2.1%	100.0%
Accumulated surplus/(deficit)	28 881.7	33 158.9	37 865.5	40 601.0	12.0%	31.8%	45 374.6	49 424.7	53 580.0	9.7%	40.4%
Capital and reserves	2 137.0	2 580.8	2 282.8	2 357.3	3.3%	2.1%	3 283.4	3 283.4	3 283.4	11.7%	2.6%
Capital reserve fund	11 892.3	11 892.3	11 892.3	11 892.3	–	10.8%	11 892.3	11 892.3	11 892.3	–	10.2%
Borrowings	55 570.3	59 082.3	64 171.1	56 420.0	0.5%	53.5%	49 253.7	51 937.5	48 954.7	-4.6%	44.3%
Deferred income	515.7	542.8	578.5	587.4	4.4%	0.5%	600.0	704.0	801.5	10.9%	0.6%
Trade and other payables	890.7	1 088.8	1 309.1	1 527.1	19.7%	1.1%	1 991.5	2 071.3	2 152.8	12.1%	1.7%
Provisions	140.3	218.6	215.5	251.4	21.5%	0.2%	327.9	341.0	354.4	12.1%	0.3%
Total equity and liabilities	100 028.0	108 564.6	118 314.9	113 636.7	4.3%	100.0%	112 723.3	119 654.2	121 019.2	2.1%	100.0%

## Personnel information

**Table 8.27 Development Bank of Southern Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment														Average growth rate of personnel posts (%)	Average: salary level/ Total (%)				
Number of funded posts	Number of approved establishment posts	Number of posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate						2024/25 - 2027/28							
			2023/24			2024/25			2025/26		2026/27		2027/28									
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		Number	Cost	Unit cost				
Development Bank of Southern Africa			678	678		639	977.6	1.5	678	1 153.3	1.7	678	1 269.8	1.9	678	1 354.7	2.0	678	1 445.5	2.1	–	100.0%
Salary level	678	678	639	977.6	1.5	678	1 153.3	1.7	678	1 269.8	1.9	678	1 354.7	2.0	678	1 445.5	2.1	–	–	–	–	–
1 – 6	46	46	46	15.8	0.3	46	16.7	0.4	46	18.4	0.4	46	19.7	0.4	46	21.0	0.5	–	–	–	–	6.8%
7 – 10	171	171	171	120.7	0.7	171	128.0	0.7	171	140.9	0.8	171	150.3	0.9	171	160.4	0.9	–	–	–	–	25.2%
11 – 12	110	110	110	137.9	1.3	110	146.2	1.3	110	160.9	1.5	110	171.7	1.6	110	183.2	1.7	–	–	–	–	16.2%
13 – 16	289	289	289	593.1	2.1	289	628.7	2.2	289	692.2	2.4	289	738.4	2.6	289	788.0	2.7	–	–	–	–	42.6%
17 – 22	62	62	23	110.0	4.8	62	233.8	3.8	62	257.4	4.2	62	274.6	4.4	62	293.0	4.7	–	–	–	–	9.1%

1. Rand million.

## Financial and Fiscal Commission

### Selected performance indicators

**Table 8.28 Financial and Fiscal Commission performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Annual submission to Parliament for the Division of Revenue Bill with recommendations tabled	Research	Outcome 6: Supportive and sustainable economic policy environment	1	1	1	1	1	1	1
Annual submission to Parliament on the Medium-term Budget Policy Statement	Research		1	1	1	1	1	1	1
Number of policy briefs published per year	Research		11	11	10	10	10	10	10
Number of technical reports published per year	Research		1	1	1	1	1	1	1

### Entity overview

The Financial and Fiscal Commission derives its mandate from the Financial and Fiscal Commission Act (1997), which requires it to advise relevant authorities on financial and fiscal requirements for the national, provincial and local spheres of government in terms of section 220 of the Constitution. Over the medium term, the commission remains committed to bolstering the credibility of financial stewardship over fiscal resources, augmenting the efficacy of public spending and providing evidence-based recommendations to stakeholders, including legislatures and government institutions.

Expenditure is expected to increase at an average annual rate of 4.6 per cent, from R61.8 million in 2024/25 to R70.8 million in 2027/28. Compensation of employees accounts for an estimated 51.4 per cent (R102.4 million) over the period ahead, increasing at an average annual rate of 1.7 per cent, from R33.6 million in 2024/25 to R35.3 million in 2027/28. The expected decrease in the number of personnel from 42 in 2024/25 to 32 over the medium term is due to the contracts of 10 employees expiring in 2024/25. The commission derives its revenue mainly through transfers from the department. Revenue is set to increase in line with expenditure over the period ahead.

### Programmes/Objectives/Activities

**Table 8.29 Financial and Fiscal Commission expenditure trends and estimates by programme/objective/activity**

	Audited outcome				Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2021/22	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
R million						2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Administration	45.2	38.9	41.5	41.0	-3.2%	68.9%		44.3	44.3	46.3	4.1%	66.4%
Research	20.3	15.6	18.8	20.7	0.7%	31.1%		20.5	23.4	24.5	5.7%	33.6%
<b>Total</b>	<b>65.5</b>	<b>54.6</b>	<b>60.3</b>	<b>61.8</b>	<b>-1.9%</b>	<b>100.0%</b>		<b>64.7</b>	<b>67.7</b>	<b>70.8</b>	<b>4.6%</b>	<b>100.0%</b>

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

**Table 8.30 Financial and Fiscal Commission statements of financial performance, cash flow and financial position**

Statement of financial performance					Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate							
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Revenue											
Non-tax revenue	0.6	1.6	1.3	1.5	34.9%	2.0%	1.8	1.9	2.0	8.8%	2.7%
Other non-tax revenue	0.6	1.6	1.3	1.5	34.9%	2.0%	1.8	1.9	2.0	8.8%	2.7%
Transfers received	63.2	63.8	59.1	60.3	-1.6%	98.0%	63.0	65.8	68.8	4.5%	97.3%
Total revenue	63.8	65.4	60.3	61.8	-1.1%	100.0%	64.7	67.7	70.8	4.6%	100.0%

**Table 8.30 Financial and Fiscal Commission statements of financial performance, cash flow and financial position (continued)**

Statement of financial performance					Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate			Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Expenses</b>											
<b>Current expenses</b>	<b>65.5</b>	<b>54.6</b>	<b>60.3</b>	<b>61.8</b>	<b>-1.9%</b>	<b>100.0%</b>	<b>64.7</b>	<b>67.7</b>	<b>70.8</b>	<b>4.6%</b>	<b>100.0%</b>
Compensation of employees	30.0	37.5	33.7	33.6	3.7%	56.1%	32.8	34.3	35.3	1.7%	51.4%
Goods and services	35.1	16.9	26.3	27.8	-7.5%	43.3%	31.5	33.0	35.0	7.9%	48.0%
Depreciation	0.3	0.2	0.4	0.4	7.3%	0.6%	0.4	0.4	0.5	4.6%	0.7%
<b>Total expenses</b>	<b>65.5</b>	<b>54.6</b>	<b>60.3</b>	<b>61.8</b>	<b>-1.9%</b>	<b>100.0%</b>	<b>64.7</b>	<b>67.7</b>	<b>70.8</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(1.7)</b>	<b>10.8</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>13.8</b>	<b>9.6</b>	<b>6.8</b>	<b>10.5</b>	<b>-8.7%</b>	<b>100.0%</b>	<b>13.1</b>	<b>14.2</b>	<b>15.4</b>	<b>13.5%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>0.6</b>	<b>1.5</b>	<b>1.2</b>	<b>1.3</b>	<b>29.3%</b>	<b>1.9%</b>	<b>1.3</b>	<b>1.8</b>	<b>1.9</b>	<b>13.4%</b>	<b>2.4%</b>
Sales of goods and services other than capital assets	-	0.0	-	-	-	-	-	-	-	-	-
Other sales	-	0.0	-	-	-	-	-	-	-	-	-
Other tax receipts	0.6	1.5	1.2	1.3	29.3%	1.9%	1.3	1.8	1.9	13.4%	2.4%
<b>Transfers received</b>	<b>63.2</b>	<b>63.8</b>	<b>59.1</b>	<b>60.3</b>	<b>-1.6%</b>	<b>98.1%</b>	<b>63.0</b>	<b>65.8</b>	<b>68.8</b>	<b>4.5%</b>	<b>97.6%</b>
<b>Total receipts</b>	<b>63.8</b>	<b>65.3</b>	<b>60.3</b>	<b>61.6</b>	<b>-1.2%</b>	<b>100.0%</b>	<b>64.3</b>	<b>67.7</b>	<b>70.8</b>	<b>4.7%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>50.0</b>	<b>55.8</b>	<b>53.5</b>	<b>51.1</b>	<b>0.7%</b>	<b>100.0%</b>	<b>51.2</b>	<b>53.5</b>	<b>55.3</b>	<b>2.7%</b>	<b>100.0%</b>
Compensation of employees	30.9	37.5	39.2	36.1	5.3%	68.2%	35.4	37.1	38.2	1.9%	69.5%
Goods and services	18.5	18.3	14.3	15.0	-6.8%	31.5%	15.7	16.4	17.2	4.6%	30.5%
Interest and rent on land	0.6	0.0	-	-	-100.0%	0.3%	-	-	-	-	-
<b>Total payments</b>	<b>50.0</b>	<b>55.8</b>	<b>53.5</b>	<b>51.1</b>	<b>0.7%</b>	<b>100.0%</b>	<b>51.2</b>	<b>53.5</b>	<b>55.3</b>	<b>2.7%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(0.1)</b>	<b>(1.6)</b>	<b>(1.3)</b>	<b>(1.4)</b>	<b>110.5%</b>	<b>100.0%</b>	<b>(1.4)</b>	<b>(1.5)</b>	<b>(1.6)</b>	<b>4.6%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(0.2)	(1.7)	-	-	-100.0%	53.2%	-	-	-	-	-
Acquisition of software and other intangible assets	-	-	(1.3)	(1.4)	-	50.0%	(1.4)	(1.5)	(1.6)	4.6%	100.0%
Proceeds from the sale of property, plant, equipment and intangible assets	0.0	0.1	-	-	-100.0%	-3.2%	-	-	-	-	-
<b>Net cash flow from financing activities</b>	<b>-</b>	<b>(0.1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Repayment of finance leases	-	0.1	-	-	-	-	-	-	-	-	-
Other flows from financing activities	-	(0.1)	-	-	-	-	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>13.7</b>	<b>7.9</b>	<b>5.5</b>	<b>9.2</b>	<b>-12.5%</b>	<b>14.9%</b>	<b>11.7</b>	<b>12.7</b>	<b>13.9</b>	<b>14.7%</b>	<b>100.0%</b>
<b>Statement of financial position</b>											
Carrying value of assets	2.6	2.4	3.2	3.4	9.3%	12.1%	3.5	3.7	3.9	4.5%	14.3%
of which:											
Acquisition of assets	(0.2)	(1.7)	-	-	-100.0%	-	-	-	-	-	-
Investments	0.2	1.2	0.2	0.2	4.4%	1.7%	0.3	0.3	0.3	4.5%	1.1%
Receivables and prepayments	1.2	2.8	1.0	1.1	-4.7%	5.9%	1.1	1.2	1.2	4.5%	4.5%
Cash and cash equivalents	16.3	27.7	18.1	18.9	5.1%	80.3%	19.7	20.6	21.6	4.5%	80.1%
<b>Total assets</b>	<b>20.3</b>	<b>34.2</b>	<b>22.6</b>	<b>23.6</b>	<b>5.1%</b>	<b>100.0%</b>	<b>24.6</b>	<b>25.8</b>	<b>26.9</b>	<b>4.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	4.0	14.9	3.9	4.1	0.6%	24.5%	4.3	4.5	4.7	4.9%	17.5%
Capital and reserves	-	-	0.9	0.9	-	2.0%	0.9	1.0	1.0	3.0%	3.8%
Trade and other payables	1.8	1.5	2.2	2.3	8.9%	8.3%	2.5	2.6	2.7	4.5%	10.0%
Provisions	14.5	17.8	15.5	16.2	3.9%	65.2%	16.9	17.7	18.5	4.5%	68.8%
<b>Total equity and liabilities</b>	<b>20.3</b>	<b>34.2</b>	<b>22.6</b>	<b>23.6</b>	<b>5.1%</b>	<b>100.0%</b>	<b>24.6</b>	<b>25.8</b>	<b>26.9</b>	<b>4.5%</b>	<b>100.0%</b>

## Personnel information

**Table 8.31 Financial and Fiscal Commission personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
Financial and Fiscal Commission		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	42	42	43	33.7	0.8	42	33.6	0.8	32	32.8	1.0	32	34.3	1.1	32	35.3	1.1	-8.7%	100.0%
1 – 6	11	11	11	4.5	0.4	11	4.6	0.4	2	2.3	1.2	2	2.4	1.2	2	2.5	1.3	-43.3%	11.2%
7 – 10	8	8	8	4.0	0.5	8	4.0	0.5	8	4.2	0.5	8	4.4	0.5	8	4.6	0.6	–	23.5%
11 – 12	13	13	14	12.7	0.9	13	11.8	0.9	12	12.1	1.0	12	12.1	1.0	12	12.6	1.1	-2.6%	35.9%
13 – 16	10	10	10	12.5	1.2	10	13.1	1.3	10	14.3	1.4	10	15.4	1.5	10	15.6	1.6	–	29.4%

1. Rand million.

## Financial Intelligence Centre

### Selected performance indicators

**Table 8.32 Financial Intelligence Centre performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of elevated financial intelligence reports issued to stakeholders on illicit financial flows per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)	Outcome 20: Safer communities and increased business confidence	32	55	111	40	45	50	55
Number of Financial Intelligence Centre risk-based inspection reports issued by the centre per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)		404	402	558	500	550	600	650
Number of proactive high-priority financial intelligence reports issued to stakeholders per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)		131	144	110	90	95	100	105
Number of proactive medium-to-lower priority financial intelligence reports issued to stakeholders per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)		651	832	1 049	750	800	850	900
Percentage response to requests for technical assistance from countries within the Eastern and Southern Africa Anti-Money Laundering Group per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)		100% (3)	100% (3)	100% (5)	100%	100%	100%	100%
Percentage of reactive financial intelligence reports issued to stakeholders per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)		143% (2 300/ 1 600)	145% (2 393/ 1 650)	152% (2 654/ 1 750)	100%	100%	100%	100%
Number of policy-making activities attended within regional and intergovernmental organisations per year	Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)		8	8	7	7	7	7	7

### Entity overview

The Financial Intelligence Centre was established in terms of the Financial Intelligence Centre Act (2001) to combat money laundering, the financing of terrorist and related activities and the proliferation of illicit weapons. In terms of the act, the centre's core functions include: identifying the proceeds of unlawful activities, exchanging information with law enforcement and other local and international agencies, supervising and



enforcing compliance with the act, and facilitating effective supervision and enforcement by supervisory bodies in terms of the act. The centre's legal mandate, powers and functions were expanded and enhanced through the provisions of the General Laws (Anti-Money Laundering and Combating Terrorism Financing) Amendment Act (2022) and the Protection of Constitutional Democracy Against Terrorist and Related Activities Amendment Act (2022). Key to this expansion is the mandate to produce forensic evidence related to the flow of financial transactions.

The centre will focus on increasing the level of and simplifying compliance with the Financial Intelligence Centre Act (2001) and supporting efforts to make South Africa safer. Over the medium term, it plans to continue to establish and develop the shared forensic capability unit to provide effective forensic support on high-impact investigation cases. This unit is expected to contribute to reducing costs that the state incurs by using private forensic service providers. An estimated R119.1 million in additional funding over the MTEF period is allocated to further develop and establish the unit. As a result, spending on compensation of employees is expected to increase at an average annual rate of 10.2 per cent, from R273.1 million in 2024/25 to R365.4 million in 2027/28 and, as such, the number of personnel from 305 to 354.

Total expenditure is expected to increase at an average annual rate of 8.5 per cent, from R427.2 million in 2024/25 to R545.7 million in 2027/28. The centre derives its revenue mainly through transfers from the department. Total revenue is projected to increase at an average annual rate of 9.3 per cent from, R409.1 million in 2024/25 to R533.7 million in 2027/28, due to additional allocations to establish the shared forensic capability unit.

### Programmes/Objectives/Activities

**Table 8.33 Financial Intelligence Centre expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)		Average: Expenditure/ Total (%)			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	2024/25	Medium-term expenditure estimate			2024/25 - 2027/28	2027/28
Administration	59.5	56.8	94.0	93.5	16.3%	22.1%	116.9	122.3	127.5	10.9%	23.0%
Delivery of intelligence on financial crimes and regulatory services in terms of the Financial Intelligence Centre Act (2001)	168.2	159.1	170.4	231.9	11.3%	53.3%	262.5	274.4	286.7	7.3%	53.0%
Enablement of financial intelligence regulatory capabilities	83.5	80.9	66.9	101.8	6.8%	24.5%	120.5	125.8	131.5	8.9%	24.0%
<b>Total</b>	<b>311.2</b>	<b>296.8</b>	<b>331.2</b>	<b>427.2</b>	<b>11.1%</b>	<b>100.0%</b>	<b>499.9</b>	<b>522.6</b>	<b>545.7</b>	<b>8.5%</b>	<b>100.0%</b>

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

**Table 8.34 Financial Intelligence Centre statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate	Average growth rate (%)		Average: Expenditure/ Total (%)			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	2024/25	Medium-term expenditure estimate			2024/25 - 2027/28	2027/28
<b>Revenue</b>											
Non-tax revenue	2.8	5.5	9.2	8.2	43.0%	1.7%	8.0	7.5	7.1	-4.6%	1.6%
Other non-tax revenue	2.8	5.5	9.2	8.2	43.0%	1.7%	8.0	7.5	7.1	-4.6%	1.6%
<b>Transfers received</b>	<b>310.1</b>	<b>328.3</b>	<b>405.9</b>	<b>400.9</b>	<b>8.9%</b>	<b>98.3%</b>	<b>481.0</b>	<b>502.2</b>	<b>526.6</b>	<b>9.5%</b>	<b>98.4%</b>
<b>Total revenue</b>	<b>312.9</b>	<b>333.8</b>	<b>415.1</b>	<b>409.1</b>	<b>9.3%</b>	<b>100.0%</b>	<b>489.0</b>	<b>509.7</b>	<b>533.7</b>	<b>9.3%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>310.2</b>	<b>296.5</b>	<b>331.1</b>	<b>426.8</b>	<b>11.2%</b>	<b>99.9%</b>	<b>499.4</b>	<b>522.1</b>	<b>545.3</b>	<b>8.5%</b>	<b>99.9%</b>
Compensation of employees	179.9	168.1	210.4	273.1	14.9%	60.5%	332.0	349.3	365.4	10.2%	66.0%
Goods and services	113.5	113.0	106.5	136.5	6.4%	34.7%	149.5	156.8	164.5	6.4%	30.5%
Depreciation	16.7	15.3	14.1	17.1	0.8%	4.7%	17.9	16.0	15.2	-3.7%	3.4%
Interest, dividends and rent on land	0.1	0.0	0.1	0.1	-17.5%	-	0.0	0.1	0.1	0.7%	-
<b>Transfers and subsidies</b>	<b>1.0</b>	<b>0.3</b>	<b>0.1</b>	<b>0.4</b>	<b>-26.5%</b>	<b>0.1%</b>	<b>0.4</b>	<b>0.5</b>	<b>0.5</b>	<b>5.1%</b>	<b>0.1%</b>
<b>Total expenses</b>	<b>311.2</b>	<b>296.8</b>	<b>331.2</b>	<b>427.2</b>	<b>11.1%</b>	<b>100.0%</b>	<b>499.9</b>	<b>522.6</b>	<b>545.7</b>	<b>8.5%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>1.7</b>	<b>37.0</b>	<b>83.9</b>	<b>(18.1)</b>	<b>-320.0%</b>		<b>(10.9)</b>	<b>(12.9)</b>	<b>(12.0)</b>	<b>-12.8%</b>	

**Table 8.34 Financial Intelligence Centre statements of financial performance, cash flow and financial position (continued)**

Cash flow statement						Average:					Average:
	Audited outcome			Revised estimate	Average growth rate (%)	Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Cash flow from operating activities	(1.6)	41.1	78.8	(0.6)	-29.8%	100.0%	7.5	3.7	3.7	-288.4%	100.0%
Receipts											
Non-tax receipts	2.1	5.0	8.8	8.2	58.6%	1.6%	8.0	7.5	7.1	-4.6%	1.6%
Other tax receipts	2.1	5.0	8.8	8.2	58.6%	1.6%	8.0	7.5	7.1	-4.6%	1.6%
Transfers received	297.3	316.8	385.7	400.9	10.5%	98.3%	481.0	502.2	526.6	9.5%	98.4%
Financial transactions in assets and liabilities	–	0.7	0.4	–	–	0.1%	–	–	–	–	–
Total receipts	299.3	322.5	394.9	409.1	11.0%	100.0%	489.0	509.7	533.7	9.3%	100.0%
Payment											
Current payments	300.9	281.4	316.1	409.6	10.8%	100.0%	481.5	506.0	530.0	9.0%	100.0%
Compensation of employees	180.5	168.4	210.4	273.1	14.8%	63.3%	332.0	349.3	365.4	10.2%	68.4%
Goods and services	120.4	113.0	105.6	136.5	4.3%	36.7%	149.5	156.8	164.5	6.4%	31.6%
Interest and rent on land	0.1	0.0	0.1	–	-100.0%	–	–	–	–	–	–
Total payments	300.9	281.4	316.1	409.6	10.8%	100.0%	481.5	506.0	530.0	9.0%	100.0%
Net cash flow from investing activities	(9.7)	(5.6)	(40.8)	(2.0)	-40.6%	100.0%	(7.0)	(2.5)	(3.2)	16.0%	100.0%
Acquisition of property, plant, equipment and intangible assets	(4.5)	(4.3)	(15.9)	(2.0)	-22.9%	65.7%	(4.5)	(1.0)	(2.3)	3.9%	69.0%
Acquisition of software and other intangible assets	(6.4)	(1.7)	(24.9)	–	-100.0%	39.2%	(2.5)	(1.5)	(0.9)	–	31.0%
Proceeds from the sale of property, plant, equipment and intangible assets	1.1	0.4	0.0	–	-100.0%	-4.9%	–	–	–	–	–
Net cash flow from financing activities	(1.2)	(17.0)	(45.6)	(0.7)	-15.4%	100.0%	(20.8)	(4.6)	(5.7)	99.3%	100.0%
Repayment of finance leases	(0.6)	(0.7)	(0.4)	(0.7)	4.6%	39.4%	(0.8)	(1.6)	(0.7)	-0.9%	37.6%
Other flows from financing activities	(0.6)	(16.3)	(45.2)	–	-100.0%	60.6%	(20.0)	(3.0)	(5.0)	–	62.4%
Net increase/(decrease) in cash and cash equivalents	(12.5)	18.5	(7.5)	(3.3)	-35.8%	-0.2%	(20.3)	(3.4)	(5.2)	15.9%	100.0%
Statement of financial position											
Carrying value of assets	54.1	51.4	82.3	68.7	8.3%	38.2%	70.7	39.4	32.5	-22.1%	39.8%
of which:											
Acquisition of assets	(4.5)	(4.3)	(15.9)	(2.0)	-22.9%	100.0%	(4.5)	(1.0)	(2.3)	3.9%	100.0%
Inventory	0.1	0.1	0.1	0.1	-5.6%	–	0.1	0.1	0.1	-1.8%	0.1%
Receivables and prepayments	14.1	17.4	18.2	18.1	8.7%	10.2%	17.2	17.9	18.0	-0.2%	14.3%
Cash and cash equivalents	75.0	93.6	96.4	77.2	1.0%	51.5%	56.9	53.6	48.4	-14.4%	45.9%
Total assets	143.3	162.4	197.0	164.2	4.6%	100.0%	144.9	111.0	98.9	-15.5%	100.0%
Accumulated surplus/(deficit)	60.3	97.3	167.2	122.9	26.8%	65.4%	99.0	61.9	45.3	-28.3%	60.5%
Finance lease	0.2	0.1	2.1	1.4	102.2%	0.5%	0.5	2.1	1.4	1.1%	1.1%
Deferred income	31.6	20.1	–	–	-100.0%	8.6%	–	–	–	–	–
Trade and other payables	43.4	44.9	27.7	39.9	-2.8%	24.1%	45.4	50.1	55.3	11.5%	38.4%
Provisions	7.9	–	–	–	-100.0%	1.4%	–	–	–	–	–
Derivatives financial instruments	–	–	0.0	0.0	–	–	0.0	0.0	0.0	-20.6%	–
Total equity and liabilities	143.3	162.4	197.0	164.2	4.6%	100.0%	145.0	114.1	102.0	-14.7%	100.0%

## Personnel information

**Table 8.35 Financial Intelligence Centre personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment														Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate										
		2023/24			2024/25			2025/26			2026/27			2027/28				
Financial Intelligence Centre			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	
Salary level	305	305	255	210.4	0.8	305	273.1	0.9	354	332.0	0.9	354	349.3	1.0	354	365.4	1.0	5.1%
1 – 6	18	18	12	2.7	0.2	18	4.3	0.2	18	4.5	0.3	18	4.7	0.3	18	5.0	0.3	–
7 – 10	164	164	146	76.3	0.5	164	93.5	0.6	187	111.3	0.6	187	116.9	0.6	187	122.3	0.7	4.5%
11 – 12	56	56	43	43.1	1.0	56	58.7	1.0	69	73.3	1.1	69	77.2	1.1	69	80.8	1.2	7.2%
13 – 16	63	63	51	81.5	1.6	63	105.2	1.7	76	131.0	1.7	76	137.9	1.8	76	144.3	1.9	6.5%
17 – 22	4	4	3	6.7	2.2	4	11.5	2.9	4	11.9	3.0	4	12.5	3.1	4	13.1	3.3	–

1. Rand million.

## Financial Sector Conduct Authority

### Selected performance indicators

**Table 8.36 Financial Sector Conduct Authority performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of small business regulatory education and support workshops/webinars conducted per year	Conduct of business supervision	Outcome 14: Skills for the economy	— <sup>1</sup>	52	45	47	30	30	30
Percentage implementation of the financial education plan per year	Regulatory policy		— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>	80%	80%	80%	80%
Number of national Financial Literacy Speech competitions implemented per year	Regulatory policy		1	1	1	1	1	1	1
Number of Money Smart Weeks implemented in collaboration with the national consumer financial education committee per year	Regulatory policy		— <sup>1</sup>	— <sup>1</sup>	1	1	1	1	1

1. No historical data available.

### Entity overview

The Financial Sector Conduct Authority was established in 2018 in terms of the Financial Sector Regulation Act (2017). It is mandated to enhance the efficiency and integrity of financial markets, promote fair customer treatment by financial institutions, provide financial education and promote financial literacy, and help to maintain financial stability. Its mandate has since been expanded to include the administration of the Financial Sector and Deposit Insurance Levies Act (2022).

Over the medium term, the authority will focus on developing a licensing and supervisory risk model, implementing the integrated regulatory system, finalising the Conduct of Financial Institutions Bill, and promoting sustainable development by integrating regulatory and supervisory frameworks into financial decision-making to bolster investor confidence and customer trust. This will enable the authority to regulate and supervise market conduct in the financial services sector, ensure the integrity and efficiency of formal markets and allied institutions, protect consumers of financial services, and improve access to financial markets.

Expenditure is expected to increase at an average annual rate of 6 per cent, from R1.1 billion in 2024/25 to R1.3 billion in 2027/28, with compensation of employees accounting for an estimated 67 per cent (R2.4 billion) of the authority's budget over the medium term. The authority generates revenue mainly through levies raised from financial institutions. Revenue is expected to increase at an average annual rate of 3.8 per cent, from R1.1 billion in 2024/25 to R1.2 billion in 2027/28.

### Programmes/Objectives/Activities

**Table 8.37 Financial Sector Conduct Authority expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
Administration	471.5	513.7	365.2	376.5	-7.2%	43.1%	403.3	434.8	425.9	4.2%	35.3%
Licensing and business centre	82.3	96.7	102.6	115.9	12.1%	9.9%	117.3	127.6	133.3	4.8%	10.6%
Regulatory policy	63.9	63.9	74.4	79.3	7.4%	7.0%	83.0	108.1	109.6	11.4%	8.1%
Conduct of business supervision	143.4	157.6	171.3	198.8	11.5%	16.7%	219.2	238.8	250.4	8.0%	19.5%
Market integrity	27.2	29.4	43.4	62.6	32.1%	4.0%	65.3	69.5	74.1	5.8%	5.8%
Retirement funds supervision	93.6	104.6	108.5	126.2	10.5%	10.8%	138.6	137.7	147.1	5.2%	11.8%
Investigations and enforcement	77.5	84.9	79.8	91.7	5.8%	8.3%	98.3	105.9	110.4	6.4%	8.7%
<b>Total</b>	<b>959.3</b>	<b>1 050.7</b>	<b>945.2</b>	<b>1 050.9</b>	<b>3.1%</b>	<b>100.0%</b>	<b>1 125.0</b>	<b>1 222.3</b>	<b>1 250.7</b>	<b>6.0%</b>	<b>100.0%</b>

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

**Table 8.38 Financial Sector Conduct Authority statements of financial performance, cash flow and financial position**

Statement of financial performance					Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate			Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Revenue											
Non-tax revenue	954.3	1 041.2	1 103.9	1 087.9	4.5%	100.0%	1 099.7	1 150.4	1 218.1	3.8%	100.0%
Sale of goods and services other than capital assets	876.7	929.9	963.5	1 017.6	5.1%	90.5%	1 014.3	1 078.4	1 145.7	4.0%	93.4%
Other non-tax revenue	77.6	111.3	140.4	70.3	-3.2%	9.5%	85.4	72.0	72.4	1.0%	6.6%
Total revenue	954.3	1 041.2	1 103.9	1 087.9	4.5%	100.0%	1 099.7	1 150.4	1 218.1	3.8%	100.0%
Expenses											
Current expenses	811.0	891.4	945.2	1 050.9	9.0%	92.3%	1 125.0	1 222.3	1 250.7	6.0%	100.0%
Compensation of employees	541.9	583.9	627.4	699.4	8.9%	61.2%	756.1	816.4	841.2	6.3%	67.0%
Goods and services	248.0	290.1	303.4	327.9	9.8%	29.2%	347.2	384.2	388.1	5.8%	31.1%
Depreciation	21.1	17.4	14.4	23.6	3.8%	1.9%	21.7	21.6	21.4	-3.2%	1.9%
Transfers and subsidies	148.3	159.3	—	—	-100.0%	7.7%	—	—	—	—	—
Total expenses	959.3	1 050.7	945.2	1 050.9	3.1%	100.0%	1 125.0	1 222.3	1 250.7	6.0%	100.0%
Surplus/(Deficit)	(5.0)	(9.5)	158.7	37.0	-294.9%		(25.3)	(71.8)	(32.6)	-195.9%	
Cash flow statement											
Cash flow from operating activities	(31.0)	20.3	160.5	121.5	-257.7%	100.0%	11.1	(50.4)	(11.2)	-145.1%	100.0%
Receipts											
Non-tax receipts	977.1	1 004.7	1 078.5	1 124.9	4.8%	100.0%	1 097.7	1 152.4	1 217.9	2.7%	100.0%
Sales of goods and services other than capital assets	950.5	963.6	1 022.0	1 095.2	4.8%	96.3%	1 056.7	1 124.9	1 192.2	2.9%	97.3%
Other sales	15.4	7.4	44.9	9.2	-15.8%	1.8%	11.6	10.1	10.6	5.0%	0.9%
Other tax receipts	26.5	41.1	56.5	29.8	3.9%	3.7%	41.1	27.5	25.7	-4.8%	2.7%
Total receipts	977.1	1 004.7	1 078.5	1 124.9	4.8%	100.0%	1 097.7	1 152.4	1 217.9	2.7%	100.0%
Payment											
Current payments	825.2	844.7	918.0	1 003.4	6.7%	91.9%	1 086.6	1 202.8	1 229.1	7.0%	100.0%
Compensation of employees	556.9	594.5	667.7	709.4	8.4%	64.8%	758.8	804.9	841.2	5.8%	69.0%
Goods and services	268.2	250.1	250.3	294.0	3.1%	27.1%	327.9	397.8	387.9	9.7%	31.0%
Transfers and subsidies	182.9	139.6	—	—	-100.0%	8.1%	—	—	—	—	—
Total payments	1 008.1	984.3	918.0	1 003.4	-0.2%	100.0%	1 086.6	1 202.8	1 229.1	7.0%	100.0%
Net cash flow from investing activities	(10.2)	(13.5)	(39.0)	(140.5)	139.4%	100.0%	(157.5)	(9.5)	(11.1)	-57.1%	100.0%
Acquisition of property, plant, equipment and intangible assets	(4.2)	(8.0)	(27.8)	(40.7)	113.0%	50.3%	(47.5)	(9.5)	(1.1)	-70.2%	42.2%
Acquisition of software and other intangible assets	(6.0)	(9.2)	(1.2)	(99.8)	154.6%	50.3%	(110.0)	(0.0)	(10.0)	-53.5%	57.8%
Other flows from investing activities	0.0	3.7	(10.0)	—	-100.0%	-0.6%	—	—	—	—	—
Net cash flow from financing activities	(0.0)	—	—	—	-100.0%	—	—	—	—	—	—
Repayment of finance leases	(0.0)	—	—	—	-100.0%	—	—	—	—	—	—
Net increase/(decrease) in cash and cash equivalents	(41.3)	6.9	121.6	(19.0)	-22.7%	1.9%	(146.4)	(59.9)	(22.3)	5.4%	100.0%
Statement of financial position											
Carrying value of assets	49.7	49.3	62.8	179.8	53.5%	9.9%	312.9	301.0	290.6	17.4%	34.2%
of which:											
Acquisition of assets	(4.2)	(8.0)	(27.8)	(40.7)	113.0%	100.0%	(47.5)	(9.5)	(1.1)	-70.2%	100.0%
Investments	91.4	90.2	107.3	107.3	5.5%	11.5%	107.3	107.3	107.3	—	13.4%
Accrued investment interest	0.1	0.2	0.3	0.2	38.8%	—	0.2	0.2	0.2	-0.3%	—
Receivables and prepayments	94.2	17.9	27.3	15.3	-45.4%	4.7%	3.3	2.3	—	-100.0%	0.6%
Cash and cash equivalents	559.4	566.3	687.9	563.0	0.2%	69.1%	416.6	356.7	334.4	-15.9%	51.7%
Statutory receivables	—	99.6	65.8	—	—	4.8%	—	—	—	—	—
Total assets	794.8	823.4	951.3	865.6	2.9%	100.0%	840.3	767.4	732.5	-5.4%	100.0%
Accumulated surplus/(deficit)	354.9	327.6	639.9	678.9	24.1%	57.5%	651.6	579.8	547.2	-6.9%	76.6%
Capital and reserves	135.8	153.5	—	—	-100.0%	8.9%	—	—	—	—	—
Deferred income	51.7	54.0	59.3	59.3	4.7%	6.5%	59.3	59.2	59.0	-0.2%	7.4%
Trade and other payables	168.9	173.7	124.9	0.2	-90.4%	13.9%	3.0	2.1	—	-100.0%	0.2%
Provisions	83.6	114.5	127.2	127.2	15.0%	13.1%	126.4	126.4	126.3	-0.2%	15.9%
Total equity and liabilities	794.8	823.4	951.3	865.6	2.9%	100.0%	840.3	767.4	732.5	-5.4%	100.0%

## Personnel information

**Table 8.39 Financial Sector Conduct Authority personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment														Average growth rate of personnel posts (%)	Average salary level/ Total (%)	
Number of funded posts	Number of posts on approved establishment	Number of posts on funded establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26		2026/27		2027/28		2024/25 - 2027/28				
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Financial Sector Conduct Authority			662	627.4	0.9	773	699.4	0.9	799	756.1	0.9	790	816.4	1.0	793	841.2	1.1	0.9%	100.0%
Salary level	773	773																	
1 – 6	42	42	32	10.2	0.3	42	14.7	0.4	39	15.3	0.4	39	16.4	0.4	39	16.8	0.4	-2.4%	5.0%
7 – 10	208	208	196	58.1	0.3	208	89.4	0.4	196	83.0	0.4	263	154.0	0.6	263	160.6	0.6	8.1%	29.5%
11 – 12	273	273	231	158.4	0.7	273	188.3	0.7	316	240.9	0.8	260	210.1	0.8	263	211.3	0.8	-1.2%	35.2%
13 – 16	214	214	151	266.3	1.8	214	291.7	1.4	211	303.2	1.4	192	307.5	1.6	192	318.5	1.7	-3.6%	25.7%
17 – 22	36	36	52	134.5	2.6	36	115.3	3.2	37	113.8	3.1	36	128.5	3.6	36	134.0	3.7	–	4.6%

1. Rand million.

## Government Pensions Administration Agency

### Selected performance indicators

**Table 8.40 Government Pensions Administration Agency performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Percentage of Government Employees Pension Fund benefits paid within 45 days, excluding death benefits, per year	Benefit administration	Outcome 11: Optimised social protection and coverage	77% (R134bn/ R175bn)	94% (R135.4bn/ R144bn)	94% (R140.1bn/ R149bn)	87%	87%	87%	87%
Percentage of National Treasury benefits paid within 20 days, excluding death benefits, per year	Benefit administration		98% (R5.9bn/ R6bn)	100% (R6.7bn)	99.9% (R6.71bn/ R6.72bn)	90%	90%	90%	90%
Percentage of Associated Institutions Pension Fund benefits paid within 45 working days of liability date after receipt of duly completed documentation per year	Benefit administration		11% (R111.6m/ R1bn)	63% (R614.8m/ R969.7m)	79% (R760.2m/ R959.8m)	80%	80%	80%	80%

### Entity overview

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

The agency intends to focus on accelerating the modernisation of its business solutions over the medium term to enable it to deliver effectively on its strategic outcomes. Related interventions are expected to lead to a reduction in turnaround times for processing and paying out benefits from 45 days to less than 25 days, improve the management and accuracy of client data, and enable the agency to reach 65 per cent of clients through digital platforms.

Expenditure is expected to increase at an average annual rate of 8.1 per cent, from R1.5 billion in 2024/25 to R1.9 billion in 2027/28. Spending on goods and services accounts for a projected 45.7 per cent (R2.5 billion) of the agency's total budget over the period ahead, while compensation of employees constitutes an estimated 44.4 per cent (R2.3 billion). The agency derives its revenue mainly through administration fees charged to its

major clients – the Government Employees Pension Fund and National Treasury. Revenue is expected to increase in line with expenditure.

### Programmes/Objectives/Activities

**Table 8.41 Government Pensions Administration Agency expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Administration	725.4	754.4	900.4	953.5	9.5%	66.4%	1 092.9	1 155.9	1 222.6	8.6%	65.6%
Benefit administration	320.1	388.6	476.3	513.2	17.0%	33.6%	567.3	600.2	631.6	7.2%	34.4%
<b>Total</b>	<b>1 045.5</b>	<b>1 143.1</b>	<b>1 376.7</b>	<b>1 466.8</b>	<b>11.9%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>

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

**Table 8.42 Government Pensions Administration Agency statements of financial performance, cash flow and financial position**

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>983.5</b>	<b>1 095.9</b>	<b>1 376.7</b>	<b>1 466.8</b>	<b>14.3%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	980.9	1 091.7	1 376.7	1 466.8	14.4%	99.8%	1 660.3	1 756.1	1 854.2	8.1%	100.0%
Other non-tax revenue	2.6	4.2	–	–	-100.0%	0.2%	–	–	–	–	–
<b>Total revenue</b>	<b>983.5</b>	<b>1 095.9</b>	<b>1 376.7</b>	<b>1 466.8</b>	<b>14.3%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>1 045.5</b>	<b>1 143.1</b>	<b>1 376.7</b>	<b>1 466.8</b>	<b>11.9%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>
Compensation of employees	511.7	609.3	641.6	684.3	10.2%	48.9%	728.2	767.2	807.0	5.7%	44.4%
Goods and services	442.6	436.0	591.3	612.4	11.4%	41.3%	779.0	826.6	875.2	12.6%	45.7%
Depreciation	91.3	97.9	143.8	170.1	23.1%	9.8%	153.1	162.3	172.0	0.4%	9.8%
<b>Total expenses</b>	<b>1 045.5</b>	<b>1 143.1</b>	<b>1 376.7</b>	<b>1 466.8</b>	<b>11.9%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(62.0)</b>	<b>(47.2)</b>	<b>–</b>	<b>–</b>	<b>-100.0%</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>80.5</b>	<b>81.3</b>	<b>143.7</b>	<b>168.8</b>	<b>28.0%</b>	<b>100.0%</b>	<b>153.1</b>	<b>162.3</b>	<b>172.0</b>	<b>0.6%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>982.8</b>	<b>1 118.4</b>	<b>1 253.5</b>	<b>1 466.8</b>	<b>14.3%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	982.8	1 114.4	1 247.5	1 466.8	14.3%	99.8%	1 660.3	1 756.1	1 854.2	8.1%	100.0%
Other tax receipts	–	4.0	6.0	–	–	0.2%	–	–	–	–	–
<b>Total receipts</b>	<b>982.8</b>	<b>1 118.4</b>	<b>1 253.5</b>	<b>1 466.8</b>	<b>14.3%</b>	<b>100.0%</b>	<b>1 660.3</b>	<b>1 756.1</b>	<b>1 854.2</b>	<b>8.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>902.3</b>	<b>1 037.1</b>	<b>1 109.8</b>	<b>1 298.0</b>	<b>12.9%</b>	<b>100.0%</b>	<b>1 507.2</b>	<b>1 593.8</b>	<b>1 682.2</b>	<b>9.0%</b>	<b>100.0%</b>
Compensation of employees	575.7	620.7	525.3	684.3	5.9%	55.9%	728.2	767.2	807.0	5.7%	49.3%
Goods and services	326.6	416.3	584.5	613.7	23.4%	44.1%	779.0	826.6	875.2	12.6%	50.7%
<b>Total payments</b>	<b>902.3</b>	<b>1 037.1</b>	<b>1 109.8</b>	<b>1 298.0</b>	<b>12.9%</b>	<b>100.0%</b>	<b>1 507.2</b>	<b>1 593.8</b>	<b>1 682.2</b>	<b>9.0%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(76.4)</b>	<b>(91.5)</b>	<b>(74.1)</b>	<b>(168.8)</b>	<b>30.3%</b>	<b>100.0%</b>	<b>(153.1)</b>	<b>(162.3)</b>	<b>(172.0)</b>	<b>0.6%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(18.7)	(24.7)	(16.9)	(93.2)	70.7%	32.4%	(63.6)	(67.4)	(71.5)	-8.5%	45.0%
Acquisition of software and other intangible assets	(57.6)	(66.8)	(57.2)	(75.6)	9.5%	67.6%	(89.5)	(94.8)	(100.5)	10.0%	55.0%
<b>Net cash flow from financing activities</b>	<b>–</b>	<b>–</b>	<b>(20.5)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Repayment of finance leases	–	–	(20.5)	–	–	–	–	–	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>4.2</b>	<b>(10.2)</b>	<b>49.1</b>	<b>(0.0)</b>	<b>-100.0%</b>	<b>0.8%</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>-206.3%</b>	<b>100.0%</b>
<b>Statement of financial position</b>											
Carrying value of assets	259.7	214.1	197.6	197.6	-8.7%	47.3%	360.6	368.4	377.2	24.0%	49.8%
of which:											
Acquisition of assets	(18.7)	(24.7)	(16.9)	(93.2)	70.7%	100.0%	(63.6)	(67.4)	(71.5)	-8.5%	100.0%
Inventory	1.9	2.1	2.5	2.5	9.1%	0.5%	2.5	2.5	2.5	–	0.4%
Receivables and prepayments	130.2	104.4	207.7	207.7	16.9%	34.1%	207.7	207.7	207.7	–	32.7%
Cash and cash equivalents	69.2	58.9	108.0	108.0	16.0%	18.1%	108.0	108.0	108.0	–	17.0%
<b>Total assets</b>	<b>460.9</b>	<b>379.5</b>	<b>515.9</b>	<b>515.9</b>	<b>3.8%</b>	<b>100.0%</b>	<b>678.9</b>	<b>686.6</b>	<b>695.5</b>	<b>10.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	303.0	255.8	305.7	305.7	0.3%	62.9%	468.7	476.5	485.3	16.7%	66.9%
Finance lease	–	–	22.6	22.6	–	2.2%	22.6	22.6	22.6	–	3.6%
Trade and other payables	132.6	100.3	162.6	162.6	7.0%	29.6%	162.6	162.6	162.6	–	25.6%
Provisions	25.3	23.4	25.0	25.0	-0.4%	5.3%	25.0	25.0	25.0	–	3.9%
<b>Total equity and liabilities</b>	<b>460.9</b>	<b>379.5</b>	<b>515.9</b>	<b>515.9</b>	<b>3.8%</b>	<b>100.0%</b>	<b>678.9</b>	<b>686.6</b>	<b>695.5</b>	<b>10.5%</b>	<b>100.0%</b>

## Personnel information

**Table 8.43 Government Pensions Administration Agency personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)	
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28					2024/25 - 2027/28
Government Pensions Administration Agency		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost			
Salary level	1 425	1 425	1 453	641.6	0.4	1 425	684.3	0.5	1 439	728.2	0.5	1 439	767.2	0.5	1 439	807.0	0.6	0.3%	100.0%
1 – 6	795	795	879	241.1	0.3	795	241.6	0.3	806	257.6	0.3	806	271.3	0.3	806	285.4	0.4	0.5%	56.0%
7 – 10	480	480	429	222.5	0.5	480	248.6	0.5	482	262.5	0.5	482	276.5	0.6	482	290.9	0.6	0.1%	33.5%
11 – 12	98	98	92	98.2	1.1	98	111.9	1.1	99	121.3	1.2	99	127.8	1.3	99	134.4	1.4	0.3%	6.9%
13 – 16	52	52	53	79.8	1.5	52	82.3	1.6	52	86.9	1.7	52	91.5	1.8	52	96.3	1.9	–	3.6%

1. Rand million.

## Government Technical Advisory Centre

### Selected performance indicators

**Table 8.44 Government Technical Advisory Centre performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets			
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Percentage of spending review reports assessed in terms of the public expenditure and policy analysis unit's quality standards per year	Transaction and advisory services	Outcome 18: A capable and professional public service	— <sup>1</sup>	— <sup>1</sup>	100% (3)	100%	100%	100%	100%	
Percentage of capital appraisal reports completed per year	Transaction and advisory services		— <sup>1</sup>	100% (24)	100% (12)	100%	100%	100%	100%	

1. No historical data available.

### Entity overview

The Government Technical Advisory Centre was established in terms of the Public Service Act (1994) and is mandated to help organs of state build their capacity for efficient, effective and transparent financial management. The centre's overarching objectives are to render technical consulting services to government departments and other organs of state, provide specialised procurement support for high-impact government initiatives, render advice on the feasibility of infrastructure projects and provide knowledge management for projects as well as ancillary support. These objectives serve as the centre's ongoing focus areas.

Over the medium term, the centre will be restructured into 3 key hubs: the technical advisory hub, the infrastructure hub and the programme management hub. The technical and infrastructure hubs will deliver advisory and analytical services, whereas the programme management hub will focus on facilitating the implementation of government programmes and projects. This restructuring is designed to improve efficiency, foster innovation and provide targeted support for government's developmental agenda. It reflects the centre's commitment to enhancing the capacity of the state to manage public resources effectively, ensure value for money and deliver effective public services.

Expenditure is expected to increase at an average annual rate of 2 per cent, from R249.5 million in 2024/25 to R264.7 million in 2027/28, with compensation of employees constituting a projected 56.1 per cent (R442.6 million) of the centre's budget over the MTEF period. The centre is set to receive 30.2 per cent (R236.6 million) of its revenue through transfers from the department, 50.3 per cent (R401.8 million) through cost recoveries and 19.6 per cent (R157.7 million) through interest. Revenue is expected to increase in line with spending.

## Programmes/Objectives/Activities

**Table 8.45 Government Technical Advisory Centre expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Administration	52.3	50.9	50.2	71.7	11.1%	25.6%	67.8	71.6	73.9	1.0%	27.3%
Transaction and advisory services	76.0	73.6	70.7	102.0	10.3%	36.7%	109.0	118.8	130.8	8.6%	44.0%
Project management unit (Jobs Fund, municipal finance improvement programme)	76.3	90.7	83.1	75.8	-0.2%	37.6%	81.1	83.1	60.0	-7.5%	28.7%
<b>Total</b>	<b>204.7</b>	<b>215.2</b>	<b>204.1</b>	<b>249.5</b>	<b>6.8%</b>	<b>100.0%</b>	<b>257.9</b>	<b>273.5</b>	<b>264.7</b>	<b>2.0%</b>	<b>100.0%</b>

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

**Table 8.46 Government Technical Advisory Centre statements of financial performance, cash flow and financial position**

### Statement of financial performance

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>162.9</b>	<b>176.2</b>	<b>166.3</b>	<b>171.1</b>	<b>1.7%</b>	<b>73.3%</b>	<b>182.7</b>	<b>194.5</b>	<b>182.2</b>	<b>2.1%</b>	<b>69.8%</b>
Sale of goods and services other than capital assets	129.6	133.5	114.9	123.9	-1.5%	54.4%	132.9	139.2	129.7	1.5%	50.3%
Other non-tax revenue	33.2	42.7	51.4	47.2	12.4%	18.9%	49.9	55.3	52.5	3.6%	19.6%
<b>Transfers received</b>	<b>60.1</b>	<b>53.7</b>	<b>55.1</b>	<b>78.5</b>	<b>9.3%</b>	<b>26.7%</b>	<b>75.2</b>	<b>78.9</b>	<b>82.5</b>	<b>1.7%</b>	<b>30.2%</b>
<b>Total revenue</b>	<b>223.0</b>	<b>229.9</b>	<b>221.3</b>	<b>249.5</b>	<b>3.8%</b>	<b>100.0%</b>	<b>257.9</b>	<b>273.5</b>	<b>264.7</b>	<b>2.0%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>203.6</b>	<b>215.0</b>	<b>202.3</b>	<b>242.7</b>	<b>6.0%</b>	<b>98.9%</b>	<b>257.9</b>	<b>273.5</b>	<b>264.7</b>	<b>2.9%</b>	<b>99.3%</b>
Compensation of employees	130.2	128.2	132.8	144.1	3.4%	61.5%	147.6	154.0	141.0	-0.7%	56.1%
Goods and services	72.0	84.7	67.2	96.8	10.4%	36.6%	108.1	117.1	122.1	8.1%	42.4%
Depreciation	1.4	2.1	2.3	1.8	7.3%	0.9%	2.2	2.3	1.6	-2.6%	0.8%
<b>Transfers and subsidies</b>	<b>1.1</b>	<b>0.3</b>	<b>1.8</b>	<b>6.9</b>	<b>86.3%</b>	<b>1.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.7%</b>
<b>Total expenses</b>	<b>204.7</b>	<b>215.2</b>	<b>204.1</b>	<b>249.5</b>	<b>6.8%</b>	<b>100.0%</b>	<b>257.9</b>	<b>273.5</b>	<b>264.7</b>	<b>2.0%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>18.3</b>	<b>14.7</b>	<b>17.3</b>	<b>-</b>	<b>-100.0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

### Cash flow statement

<b>Cash flow from operating activities</b>	<b>19.3</b>	<b>15.9</b>	<b>19.5</b>	<b>2.5</b>	<b>-49.7%</b>	<b>100.0%</b>	<b>4.1</b>	<b>(20.0)</b>	<b>1.6</b>	<b>-12.8%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>162.9</b>	<b>176.2</b>	<b>166.3</b>	<b>171.1</b>	<b>1.7%</b>	<b>73.3%</b>	<b>182.7</b>	<b>194.5</b>	<b>182.2</b>	<b>2.1%</b>	<b>69.8%</b>
Sales of goods and services other than capital assets	129.6	133.5	114.9	123.9	-1.5%	54.4%	132.9	139.2	129.7	1.5%	50.3%
Other sales	-	0.2	0.4	0.7	-	0.1%	0.7	0.7	0.7	-	0.3%
Other tax receipts	33.2	42.7	51.4	47.2	12.4%	18.9%	49.9	55.3	52.5	3.6%	19.6%
<b>Transfers received</b>	<b>60.1</b>	<b>53.7</b>	<b>55.1</b>	<b>78.5</b>	<b>9.3%</b>	<b>26.7%</b>	<b>75.2</b>	<b>78.9</b>	<b>82.5</b>	<b>1.7%</b>	<b>30.2%</b>
<b>Total receipts</b>	<b>223.0</b>	<b>229.9</b>	<b>221.3</b>	<b>249.5</b>	<b>3.8%</b>	<b>100.0%</b>	<b>257.9</b>	<b>273.5</b>	<b>264.7</b>	<b>2.0%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>203.5</b>	<b>213.8</b>	<b>200.0</b>	<b>240.2</b>	<b>5.7%</b>	<b>99.0%</b>	<b>253.9</b>	<b>293.5</b>	<b>263.1</b>	<b>3.1%</b>	<b>99.3%</b>
Compensation of employees	130.2	128.2	132.8	144.1	3.4%	62.0%	147.6	176.5	141.0	-0.7%	57.5%
Goods and services	73.3	85.6	67.2	96.1	9.4%	37.1%	106.3	117.0	122.1	8.3%	41.8%
<b>Transfers and subsidies</b>	<b>0.1</b>	<b>0.3</b>	<b>1.8</b>	<b>6.9</b>	<b>302.2%</b>	<b>1.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>0.7%</b>
<b>Total payments</b>	<b>203.6</b>	<b>214.0</b>	<b>201.8</b>	<b>247.1</b>	<b>6.7%</b>	<b>100.0%</b>	<b>253.9</b>	<b>293.5</b>	<b>263.1</b>	<b>2.1%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(1.9)</b>	<b>(3.3)</b>	<b>(1.9)</b>	<b>(2.5)</b>	<b>9.0%</b>	<b>100.0%</b>	<b>(1.6)</b>	<b>(1.7)</b>	<b>(1.7)</b>	<b>-11.1%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(1.9)	(3.3)	(1.9)	(2.5)	9.0%	100.0%	(1.6)	(1.7)	(1.7)	-11.1%	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>17.4</b>	<b>12.6</b>	<b>17.7</b>	<b>(0.0)</b>	<b>-100.0%</b>	<b>5.8%</b>	<b>2.4</b>	<b>(21.7)</b>	<b>(0.1)</b>	<b>576.037.5%</b>	<b>100.0%</b>

### Statement of financial position

Carrying value of assets of which:	3.4	4.4	3.9	3.1	-3.5%	0.2%	3.2	3.3	3.4	4.2%	0.3%
Acquisition of assets	(1.9)	(3.3)	(1.9)	(2.5)	9.0%	100.0%	(1.6)	(1.7)	(1.7)	-11.1%	100.0%
Receivables and prepayments	27.4	39.6	60.9	51.1	23.1%	2.6%	52.2	50.7	52.9	1.2%	5.3%
Cash and cash equivalents	1 630.6	2 362.4	2 993.7	919.7	-17.4%	97.2%	925.0	897.9	938.5	0.7%	94.4%
<b>Total assets</b>	<b>1 661.4</b>	<b>2 406.4</b>	<b>3 058.5</b>	<b>973.8</b>	<b>-16.3%</b>	<b>100.0%</b>	<b>980.4</b>	<b>951.8</b>	<b>994.9</b>	<b>0.7%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	232.6	247.4	264.6	178.7	-8.4%	12.8%	167.2	164.4	171.8	-1.3%	17.5%
Capital reserve fund	-	-	-	721.7	-	18.5%	728.3	713.6	745.8	1.1%	74.6%
Trade and other payables	1 427.6	2 157.8	2 792.4	70.9	-63.2%	68.5%	82.2	71.4	74.6	1.7%	7.7%
Provisions	1.2	1.2	1.5	2.5	27.7%	0.1%	2.6	2.5	2.6	1.5%	0.3%
<b>Total equity and liabilities</b>	<b>1 661.4</b>	<b>2 406.4</b>	<b>3 058.5</b>	<b>973.8</b>	<b>-16.3%</b>	<b>100.0%</b>	<b>980.4</b>	<b>951.8</b>	<b>994.9</b>	<b>0.7%</b>	<b>100.0%</b>



## Personnel information

**Table 8.47 Government Technical Advisory Centre personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average salary level/ Total (%)
Number of funded posts	Number of approved establishment posts	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
Government Technical Advisory Centre			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	171	171	167	132.8	0.8	171	144.1	0.8	171	147.6	0.9	170	154.0	0.9	155	141.0	0.9	-3.2%	
1 – 6	1	1	1	2.2	2.2	1	2.3	2.3	1	2.4	2.4	1	2.5	2.5	1	2.7	2.7	–	
7 – 10	50	50	48	38.4	0.8	50	38.9	0.8	50	34.4	0.7	50	36.2	0.7	48	35.6	0.7	-1.4%	
11 – 12	68	68	66	49.7	0.8	68	55.3	0.8	68	57.7	0.8	67	60.0	0.9	58	49.9	0.9	-5.2%	
13 – 16	52	52	52	42.5	0.8	52	47.7	0.9	52	53.1	1.0	52	55.2	1.1	48	52.8	1.1	-2.6%	

1. Rand million.

## Independent Regulatory Board for Auditors

### Selected performance indicators

**Table 8.48 Independent Regulatory Board for Auditors performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of planned inspections completed per year	Inspections	Entity mandate	121	117	105	109	109	109	109
Number of monitoring visits completed per year	Education		46	46	47	43	43	43	43
Percentage of target dates met for issuing audit pronouncements, audit reports and comment letters per year according to the committee for accounting standards project timetable	Standards		100% (17)	100% (6)	100% (11)	85%	85%	85%	85%
Number of investigations completed per year	Investigations		64	96	96	80	80	80	80

### Entity overview

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

The board's focus over the MTEF period will be on developing and maintaining auditing and ethics standards that are internationally comparable, and promoting transformation in the auditing profession by providing an appropriate framework for education and training. Other areas of focus include building and maintaining confidence by fostering partnerships with key local and international stakeholders through visible outreach and transparency, and engaging in strategic forums and outreach events.

Expenditure is expected to increase at an average annual rate of 4.4 per cent, from R218.2 million in 2024/25 to R248.3 million in 2027/28, with compensation of employees constituting a projected 68 per cent (R495.8 million) of the board's budget over the period ahead. The board is set to receive 21.8 per cent

(R155.4 million) of its revenue over the MTEF period through transfers from the department and generate the remainder through the registration of auditors and trainees, annual renewal charges, and fees for the inspection of registered auditors. Revenue is expected to increase in line with expenditure.

### Programmes/Objectives/Activities

**Table 8.49 Independent Regulatory Board for Auditors expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2024/25	Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%) 2021/22 - 2024/25	Medium-term expenditure estimate			Average growth rate (%) 2024/25 - 2027/28	Average: Expenditure/Total (%) 2024/25 - 2027/28
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
Administration	40.1	50.5	64.9	68.9	19.8%	30.7%	74.3	78.1	81.6	5.8%	32.6%
Legal	24.0	33.4	32.0	42.9	21.4%	18.1%	27.5	28.7	30.0	-11.2%	14.0%
Education	11.1	15.0	16.2	17.4	16.2%	8.2%	20.2	21.2	22.2	8.5%	8.7%
Inspections	37.0	30.9	38.1	47.2	8.5%	21.3%	56.5	59.8	62.6	9.8%	24.3%
Investigations	20.9	27.6	25.9	26.6	8.4%	14.1%	29.3	31.0	32.4	6.8%	12.8%
Standards	12.8	13.1	13.7	15.2	5.8%	7.6%	17.6	18.5	19.4	8.5%	7.6%
<b>Total</b>	<b>145.9</b>	<b>170.5</b>	<b>190.7</b>	<b>218.2</b>	<b>14.4%</b>	<b>100.0%</b>	<b>225.5</b>	<b>237.2</b>	<b>248.3</b>	<b>4.4%</b>	<b>100.0%</b>

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

**Table 8.50 Independent Regulatory Board for Auditors statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2024/25	Average growth rate (%) 2021/22 - 2024/25	Average: Expenditure/Total (%) 2021/22 - 2024/25	Medium-term expenditure estimate			Average growth rate (%) 2024/25 - 2027/28	Average: Expenditure/Total (%) 2024/25 - 2027/28
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>118.0</b>	<b>145.0</b>	<b>164.5</b>	<b>170.8</b>	<b>13.1%</b>	<b>76.3%</b>	<b>175.9</b>	<b>185.4</b>	<b>194.2</b>	<b>4.4%</b>	<b>78.2%</b>
Sale of goods and services other than capital assets	113.8	137.7	153.3	163.6	12.9%	72.5%	160.7	169.6	177.5	2.8%	72.3%
Other non-tax revenue	4.2	7.3	11.2	7.2	19.5%	3.8%	15.2	15.9	16.6	31.9%	5.9%
<b>Transfers received</b>	<b>44.6</b>	<b>45.7</b>	<b>45.9</b>	<b>47.4</b>	<b>2.1%</b>	<b>23.7%</b>	<b>49.5</b>	<b>51.8</b>	<b>54.1</b>	<b>4.5%</b>	<b>21.8%</b>
<b>Total revenue</b>	<b>162.6</b>	<b>190.6</b>	<b>210.4</b>	<b>218.2</b>	<b>10.3%</b>	<b>100.0%</b>	<b>225.5</b>	<b>237.2</b>	<b>248.3</b>	<b>4.4%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>145.9</b>	<b>170.5</b>	<b>190.7</b>	<b>218.2</b>	<b>14.4%</b>	<b>100.0%</b>	<b>225.5</b>	<b>237.2</b>	<b>248.3</b>	<b>4.4%</b>	<b>100.0%</b>
Compensation of employees	102.3	115.0	128.7	136.7	10.1%	66.9%	157.0	165.5	173.3	8.2%	68.0%
Goods and services	42.0	52.2	57.9	76.2	22.0%	31.2%	62.3	65.3	68.3	-3.6%	29.4%
Depreciation	1.5	3.3	4.1	5.3	52.1%	1.9%	6.2	6.4	6.7	8.2%	2.6%
<b>Total expenses</b>	<b>145.9</b>	<b>170.5</b>	<b>190.7</b>	<b>218.2</b>	<b>14.4%</b>	<b>100.0%</b>	<b>225.5</b>	<b>237.2</b>	<b>248.3</b>	<b>4.4%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>16.8</b>	<b>20.1</b>	<b>19.6</b>	<b>-</b>	<b>-100.0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>22.6</b>	<b>11.8</b>	<b>21.4</b>	<b>5.2</b>	<b>-38.9%</b>	<b>100.0%</b>	<b>1.7</b>	<b>10.7</b>	<b>5.4</b>	<b>1.4%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>117.4</b>	<b>135.8</b>	<b>157.2</b>	<b>170.7</b>	<b>13.3%</b>	<b>75.7%</b>	<b>175.7</b>	<b>185.2</b>	<b>193.9</b>	<b>4.4%</b>	<b>78.2%</b>
Sales of goods and services other than capital assets	113.3	128.7	146.3	163.6	13.0%	72.0%	160.7	169.6	177.5	2.8%	72.4%
Other tax receipts	4.1	7.1	10.9	7.1	20.5%	3.8%	15.0	15.7	16.4	32.2%	5.8%
<b>Transfers received</b>	<b>44.6</b>	<b>45.7</b>	<b>45.9</b>	<b>47.4</b>	<b>2.1%</b>	<b>24.3%</b>	<b>49.5</b>	<b>51.8</b>	<b>54.1</b>	<b>4.5%</b>	<b>21.8%</b>
<b>Total receipts</b>	<b>162.0</b>	<b>181.5</b>	<b>203.1</b>	<b>218.1</b>	<b>10.4%</b>	<b>100.0%</b>	<b>225.3</b>	<b>237.0</b>	<b>248.0</b>	<b>4.4%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>139.4</b>	<b>169.7</b>	<b>181.7</b>	<b>212.9</b>	<b>15.2%</b>	<b>100.0%</b>	<b>223.5</b>	<b>226.3</b>	<b>242.7</b>	<b>4.5%</b>	<b>100.0%</b>
Compensation of employees	102.3	122.0	128.7	136.7	10.1%	70.1%	157.0	165.5	173.3	8.2%	69.7%
Goods and services	37.1	47.7	53.0	76.2	27.2%	29.9%	66.6	60.8	69.4	-3.1%	30.3%
<b>Total payments</b>	<b>139.4</b>	<b>169.7</b>	<b>181.7</b>	<b>212.9</b>	<b>15.2%</b>	<b>100.0%</b>	<b>223.5</b>	<b>226.3</b>	<b>242.7</b>	<b>4.5%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(11.3)</b>	<b>(3.9)</b>	<b>(3.9)</b>	<b>(7.5)</b>	<b>-12.8%</b>	<b>100.0%</b>	<b>(9.7)</b>	<b>(9.7)</b>	<b>(9.7)</b>	<b>8.8%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(2.4)	(4.0)	(2.3)	(1.9)	-8.0%	51.5%	(3.3)	(3.3)	(3.3)	21.5%	32.1%
Investment property	(7.9)	-	(0.9)	-	-100.0%	23.1%	-	-	-	-	-
Acquisition of software and other intangible assets	(1.0)	(0.1)	(0.9)	(5.6)	78.5%	27.7%	(6.3)	(6.3)	(6.3)	4.0%	67.9%
Proceeds from the sale of property, plant, equipment and intangible assets	0.0	0.1	0.1	-	-100.0%	-1.5%	-	-	-	-	-
Other flows from investing activities	(0.1)	0.1	0.0	-	-100.0%	-0.8%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>11.3</b>	<b>7.9</b>	<b>17.5</b>	<b>(2.3)</b>	<b>-159.2%</b>	<b>5.1%</b>	<b>(8.0)</b>	<b>1.0</b>	<b>(4.3)</b>	<b>22.3%</b>	<b>100.0%</b>



disadvantaged people into the agricultural economy through support and initiatives aimed at reducing risk; and implementing its strategy to reduce debt and improve profitability.

Spending on interest accounts for an estimated 40.2 per cent (R2 billion) of total expenditure over the period ahead. This spending is projected to decrease at an average annual rate of 33.9 per cent, from R1.5 billion in 2024/25 to R446.4 million in 2027/28 as the bank intensifies efforts to reduce its debt. As such, total liabilities are expected to decrease from R9.9 billion in 2024/25 to R4 billion in 2027/28. The bank's revenue is expected to decrease at an average annual rate of 19.9 per cent, from R3.3 billion in 2024/25 to R1.7 billion in 2027/28, in line with the projected reduction in its loan book.

### Programmes/Objectives/Activities

**Table 8.53 Land and Agricultural Development Bank of South Africa expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate 2024/25	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	Average: Expenditure/Total (%)	2025/26	2026/27	2027/28	2024/25 - 2027/28	Average: Expenditure/Total (%)
Administration	554.1	450.9	558.7	925.8	18.7%	21.7%	724.8	760.7	842.3	-3.1%	39.9%
Corporate banking	562.8	517.9	447.0	369.6	-13.1%	16.6%	227.1	161.5	113.7	-32.5%	9.8%
Commercial development banking	1 978.9	1 778.5	1 653.7	1 656.6	-5.8%	61.7%	1 107.5	897.6	682.5	-25.6%	50.2%
<b>Total</b>	<b>3 095.7</b>	<b>2 747.2</b>	<b>2 659.5</b>	<b>2 952.0</b>	<b>-1.6%</b>	<b>100.0%</b>	<b>2 059.4</b>	<b>1 819.8</b>	<b>1 638.4</b>	<b>-17.8%</b>	<b>100.0%</b>

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

**Table 8.54 Land and Agricultural Development Bank of South Africa statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate 2024/25	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	Average: Expenditure/Total (%)	2025/26	2026/27	2027/28	2024/25 - 2027/28	Average: Expenditure/Total (%)
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>4 406.0</b>	<b>3 220.6</b>	<b>2 807.6</b>	<b>3 292.9</b>	<b>-9.3%</b>	<b>100.0%</b>	<b>2 087.3</b>	<b>2 023.3</b>	<b>1 694.5</b>	<b>-19.9%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	79.1	75.4	98.1	106.2	10.3%	2.7%	111.6	115.4	119.6	4.0%	5.3%
Other non-tax revenue	4 326.9	3 145.3	2 709.6	3 186.7	-9.7%	97.3%	1 975.7	1 907.9	1 574.9	-20.9%	94.7%
<b>Total revenue</b>	<b>4 406.0</b>	<b>3 220.6</b>	<b>2 807.6</b>	<b>3 292.9</b>	<b>-9.3%</b>	<b>100.0%</b>	<b>2 087.3</b>	<b>2 023.3</b>	<b>1 694.5</b>	<b>-19.9%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>3 068.4</b>	<b>2 727.8</b>	<b>2 606.4</b>	<b>2 919.3</b>	<b>-1.6%</b>	<b>98.8%</b>	<b>2 025.5</b>	<b>1 783.7</b>	<b>1 598.4</b>	<b>-18.2%</b>	<b>98.2%</b>
Compensation of employees	329.0	328.6	345.0	453.3	11.3%	12.7%	474.6	497.9	520.8	4.7%	24.4%
Goods and services	343.4	237.7	371.3	889.2	37.3%	16.0%	580.8	596.2	598.8	-12.3%	31.9%
Depreciation	21.1	11.7	14.0	29.4	11.7%	0.7%	34.5	36.8	32.4	3.3%	1.7%
Interest, dividends and rent on land	2 374.8	2 149.8	1 876.0	1 547.4	-13.3%	69.5%	935.5	652.9	446.4	-33.9%	40.2%
<b>Transfers and subsidies</b>	<b>27.3</b>	<b>19.4</b>	<b>53.1</b>	<b>32.7</b>	<b>6.1%</b>	<b>1.2%</b>	<b>33.9</b>	<b>36.1</b>	<b>40.0</b>	<b>7.0%</b>	<b>1.8%</b>
<b>Total expenses</b>	<b>3 095.7</b>	<b>2 747.2</b>	<b>2 659.5</b>	<b>2 952.0</b>	<b>-1.6%</b>	<b>100.0%</b>	<b>2 059.4</b>	<b>1 819.8</b>	<b>1 638.4</b>	<b>-17.8%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>1 310.3</b>	<b>473.4</b>	<b>148.2</b>	<b>341.0</b>	<b>-36.2%</b>		<b>27.9</b>	<b>203.5</b>	<b>56.1</b>	<b>-45.2%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>71.1</b>	<b>219.3</b>	<b>249.4</b>	<b>385.1</b>	<b>75.6%</b>	<b>100.0%</b>	<b>233.0</b>	<b>319.6</b>	<b>343.6</b>	<b>-3.7%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>3 002.4</b>	<b>2 832.4</b>	<b>2 678.9</b>	<b>2 706.5</b>	<b>-3.4%</b>	<b>100.0%</b>	<b>1 967.3</b>	<b>1 824.7</b>	<b>1 694.5</b>	<b>-14.5%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	32.0	75.4	98.1	106.2	49.1%	2.8%	111.6	115.4	119.6	4.0%	5.7%
Other tax receipts	2 970.4	2 757.0	2 580.8	2 600.3	-4.3%	97.2%	1 855.7	1 709.3	1 574.9	-15.4%	94.3%
<b>Total receipts</b>	<b>3 002.4</b>	<b>2 832.4</b>	<b>2 678.9</b>	<b>2 706.5</b>	<b>-3.4%</b>	<b>100.0%</b>	<b>1 967.3</b>	<b>1 824.7</b>	<b>1 694.5</b>	<b>-14.5%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>2 904.0</b>	<b>2 593.6</b>	<b>2 376.4</b>	<b>2 288.7</b>	<b>-7.6%</b>	<b>98.7%</b>	<b>1 700.4</b>	<b>1 469.0</b>	<b>1 310.9</b>	<b>-17.0%</b>	<b>97.8%</b>
Compensation of employees	329.0	328.6	345.0	453.3	11.3%	14.4%	474.6	497.9	520.8	4.7%	29.6%
Goods and services	200.2	115.2	155.4	288.0	12.9%	7.5%	290.3	318.2	343.7	6.1%	18.9%
Interest and rent on land	2 374.8	2 149.8	1 876.0	1 547.4	-13.3%	76.8%	935.5	652.9	446.4	-33.9%	49.3%
<b>Transfers and subsidies</b>	<b>27.3</b>	<b>19.4</b>	<b>53.1</b>	<b>32.7</b>	<b>6.1%</b>	<b>1.3%</b>	<b>33.9</b>	<b>36.1</b>	<b>40.0</b>	<b>7.0%</b>	<b>2.2%</b>
<b>Total payments</b>	<b>2 931.3</b>	<b>2 613.1</b>	<b>2 429.5</b>	<b>2 321.4</b>	<b>-7.5%</b>	<b>100.0%</b>	<b>1 734.3</b>	<b>1 505.1</b>	<b>1 350.9</b>	<b>-16.5%</b>	<b>100.0%</b>

**Table 8.54 Land and Agricultural Development Bank of South Africa statements of financial performance, cash flow and financial position (continued)**

Cash flow statement

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Net cash flow from advancing activities (financial institutions only)	9 854.4	5.8	1.4	1.7	-94.4%	100.0%	1.7	0.5	0.0	-88.0%	100.0%
Disbursements and other payments	—	—	—	—	—	—	1.7	—	—	—	25.0%
Repayments and other receipts	9 854.4	5.8	1.4	1.7	-94.4%	100.0%	—	0.5	0.0	-88.0%	75.0%
Net cash flow from investing activities	(62.5)	(62.5)	—	—	-100.0%	—	—	—	—	—	—
Acquisition of property, plant, equipment and intangible assets	(62.5)	(62.5)	—	—	-100.0%	—	—	—	—	—	—
Net cash flow from financing activities	(17.8)	15 192.5	12 350.4	6 295.0	-807.5%	100.0%	1 731.7	77.0	(832.2)	-150.9%	100.0%
Borrowing activities	(17.8)	10 081.6	11 852.8	6 295.0	-807.5%	90.6%	1 731.7	77.0	(832.2)	-150.9%	100.0%
Other flows from financing activities	—	5 110.9	497.5	—	—	9.4%	—	—	—	—	—
Net increase/(decrease) in cash and cash equivalents	9 845.2	15 355.0	12 601.2	6 681.9	-12.1%	394.3%	1 966.4	397.1	(488.6)	-141.8%	100.0%

Statement of financial position

Carrying value of assets of which:	128.1	134.3	166.7	169.5	9.8%	0.6%	162.8	154.7	136.7	-6.9%	1.0%
Acquisition of assets	(62.5)	(62.5)	—	—	-100.0%	—	—	—	—	—	—
Investments	1 295.1	1 280.5	1 414.2	1 184.9	-2.9%	4.8%	1 190.0	1 194.0	1 195.9	0.3%	7.4%
Loans	20 488.5	14 765.2	13 331.9	11 607.5	-17.3%	54.0%	13 287.2	12 785.6	12 782.7	3.3%	78.3%
Receivables and prepayments	425.3	440.7	207.7	357.5	-5.6%	1.3%	358.7	358.6	367.5	0.9%	2.2%
Cash and cash equivalents	9 845.2	15 355.0	12 601.2	6 681.9	-12.1%	39.3%	1 966.4	397.1	(488.6)	-141.8%	11.0%
Non-current assets held for sale	9.6	11.4	9.2	9.2	-1.4%	—	9.2	9.2	9.2	—	0.1%
Derivatives financial instruments	9.9	1.3	0.7	5.7	-16.8%	—	—	—	—	-100.0%	—
Total assets	32 201.7	31 988.4	27 731.5	20 016.2	-14.7%	100.0%	16 974.2	14 899.3	14 003.4	-11.2%	100.0%
Accumulated surplus/(deficit)	(4 255.6)	(3 773.4)	(4 230.5)	(3 366.5)	-7.5%	-14.3%	(3 822.5)	(3 619.1)	(3 563.0)	1.9%	-22.3%
Capital reserve fund	6 801.2	7 681.5	8 784.3	13 450.2	25.5%	36.0%	13 528.1	13 537.7	13 518.2	0.2%	83.6%
Borrowings	16 664.9	8 409.2	6 193.2	3 537.5	-40.3%	29.5%	2 536.3	1 676.5	1 319.9	-28.0%	13.3%
Trade and other payables	176.5	5 278.7	6 260.4	144.1	-6.5%	10.1%	143.1	139.6	145.6	0.3%	0.9%
Provisions	316.6	306.0	349.9	325.3	0.9%	1.2%	340.6	356.2	371.7	4.5%	2.2%
Derivatives financial instruments	12 498.1	14 086.4	10 374.3	5 925.7	-22.0%	37.5%	4 248.7	2 808.3	2 210.9	-28.0%	22.3%
Total equity and liabilities	32 201.7	31 988.4	27 731.5	20 016.2	-14.7%	100.0%	16 974.2	14 899.3	14 003.4	-11.2%	100.0%

## Personnel information

**Table 8.55 Land and Agricultural Development Bank of South Africa personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved establishment posts	Number of posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2023/24			2024/25			2025/26			2026/27			2027/28				
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Land and Agricultural Development Bank of South Africa																			
Salary level	492	492	467	345.0	0.7	492	453.3	0.9	492	474.7	1.0	492	497.9	1.0	492	520.8	1.1	–	100.0%
1 – 6	17	17	17	5.7	0.3	17	8.8	0.5	17	9.3	0.5	17	9.8	0.6	17	10.2	0.6	–	3.5%
7 – 10	117	117	117	54.9	0.5	117	81.9	0.7	117	86.5	0.7	117	91.7	0.8	117	95.9	0.8	–	23.8%
11 – 12	264	264	239	118.4	0.5	264	161.5	0.6	264	169.6	0.6	264	177.7	0.7	264	185.9	0.7	–	53.7%
13 – 16	84	84	84	139.7	1.7	84	166.9	2.0	84	173.6	2.1	84	181.4	2.2	84	189.7	2.3	–	17.1%
17 – 22	10	10	10	26.3	2.6	10	34.2	3.4	10	35.7	3.6	10	37.4	3.7	10	39.1	3.9	–	2.0%

1. Rand million.

## Office of the Ombud for Financial Services Providers

### Selected performance indicators

**Table 8.56 Office of the Ombud for Financial Services Providers performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Percentage of complaints closed per year within 9 months of date of receipt	Resolve complaints in a fair, expeditious and informal manner to the satisfaction of customers	Entity mandate	94% (12 089/ 12 829)	97% (11 126/ 11 533)	97% (11 092/ 11 417)	92%	95%	95%	95%
Number of activities related to brand awareness, financial literacy and customer awareness activities per year	Enhanced stakeholder management		185	370	446	117	117	117	117

### Entity overview

The legislative mandate of the Office of the Ombud for Financial Services Providers is stated in the Financial Advisory and Intermediary Services Act (2002), in terms of which the organisation is established. The act gives the ombud statutory powers to consider and dispose of complaints against financial services providers, primarily intermediaries selling investment products.

Over the medium term, the ombud will focus on producing reports on stakeholder management, informing stakeholders of the ombud's role and functions through brand awareness, financial literacy and customer awareness activities, and acquiring and retaining appropriate skills to properly respond to its mandate. The entity will also ensure that its risks are adequately managed and that appeals or reviews of decisions are dealt with appropriately.

Expenditure is expected to increase at an average annual rate of 3.6 per cent, from R88.2 million in 2024/25 to R98 million in 2027/28, with compensation of employees constituting a projected 60.9 per cent (R173.8 million) of the ombud's expenditure over the medium term. The entity derives its revenue mainly through levies collected by the Financial Sector Conduct Authority from financial service providers. Revenue is expected to increase in line with expenditure.

### Programmes/Objectives/Activities

**Table 8.57 Office of the Ombud for Financial Services Providers expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
R million				2024/25	2021/22 - 2024/25					2024/25 - 2027/28	
Administration	26.5	28.6	30.2	40.9	15.5%	46.9%	45.3	47.3	46.7	4.5%	48.1%
Resolve complaints in a fair, expeditious and informal manner to the satisfaction of customers	29.4	28.7	29.3	42.3	12.9%	48.2%	42.2	42.9	45.9	2.8%	46.4%
Enhanced stakeholder management	2.8	2.8	2.8	5.1	21.1%	5.0%	5.0	5.2	5.4	2.5%	5.5%
<b>Total</b>	<b>58.8</b>	<b>60.1</b>	<b>62.3</b>	<b>88.2</b>	<b>14.5%</b>	<b>100.0%</b>	<b>92.5</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>

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

**Table 8.58 Office of the Ombud for Financial Services Providers statements of financial performance, cash flow and financial position**  
Statement of financial performance

Statement of financial performance					Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
R million	Audited outcome			Revised estimate			Medium-term expenditure estimate				
	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>1.0</b>	<b>2.7</b>	<b>87.7</b>	<b>88.2</b>	<b>345.1%</b>	<b>51.5%</b>	<b>92.5</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>
Sale of goods and services other than capital assets	—	—	84.2	84.6	—	48.0%	87.3	91.3	95.4	4.1%	95.8%
Other non-tax revenue	1.0	2.7	3.5	3.6	53.2%	3.5%	5.2	4.1	2.6	-10.0%	4.2%
<b>Transfers received</b>	<b>57.8</b>	<b>60.9</b>	<b>—</b>	<b>—</b>	<b>-100.0%</b>	<b>48.5%</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total revenue</b>	<b>58.8</b>	<b>63.5</b>	<b>87.7</b>	<b>88.2</b>	<b>14.5%</b>	<b>100.0%</b>	<b>92.5</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>58.8</b>	<b>60.1</b>	<b>62.3</b>	<b>88.2</b>	<b>14.5%</b>	<b>100.0%</b>	<b>92.5</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>
Compensation of employees	32.7	33.8	38.9	54.2	18.3%	58.9%	55.4	57.9	60.5	3.8%	60.9%
Goods and services	23.0	23.2	20.7	29.5	8.7%	36.1%	32.1	34.6	34.9	5.8%	35.0%
Depreciation	3.1	3.1	2.6	4.5	13.6%	4.9%	4.9	2.8	2.5	-18.0%	4.0%
Interest, dividends and rent on land	0.0	0.0	0.1	0.1	54.1%	0.1%	0.2	0.2	0.2	28.7%	0.1%
<b>Total expenses</b>	<b>58.8</b>	<b>60.1</b>	<b>62.3</b>	<b>88.2</b>	<b>14.5%</b>	<b>100.0%</b>	<b>92.5</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>(0.1)</b>	<b>3.4</b>	<b>25.3</b>	<b>—</b>	<b>-100.0%</b>		<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>(54.4)</b>	<b>3.8</b>	<b>25.5</b>	<b>4.6</b>	<b>-144.0%</b>	<b>100.0%</b>	<b>6.5</b>	<b>2.4</b>	<b>2.2</b>	<b>-21.4%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>1.0</b>	<b>58.6</b>	<b>80.7</b>	<b>88.2</b>	<b>352.4%</b>	<b>100.0%</b>	<b>93.1</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>
Sales of goods and services other than capital assets	—	56.1	77.7	84.6	—	72.0%	87.9	91.3	95.4	4.1%	95.8%
Other tax receipts	1.0	2.6	3.0	3.6	55.7%	28.0%	5.2	4.1	2.6	-10.0%	4.2%
<b>Total receipts</b>	<b>1.0</b>	<b>58.6</b>	<b>80.7</b>	<b>88.2</b>	<b>352.4%</b>	<b>100.0%</b>	<b>93.1</b>	<b>95.4</b>	<b>98.0</b>	<b>3.6%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>55.4</b>	<b>54.9</b>	<b>55.3</b>	<b>83.6</b>	<b>14.7%</b>	<b>100.0%</b>	<b>86.6</b>	<b>93.0</b>	<b>95.8</b>	<b>4.6%</b>	<b>100.0%</b>
Compensation of employees	32.7	33.5	36.4	54.1	18.2%	62.7%	55.4	57.2	57.9	2.3%	62.6%
Goods and services	22.6	21.3	18.9	29.5	9.3%	37.3%	31.2	35.8	37.9	8.7%	37.4%
Interest and rent on land	—	0.0	—	—	—	—	—	—	—	—	—
<b>Total payments</b>	<b>55.4</b>	<b>54.9</b>	<b>55.3</b>	<b>83.6</b>	<b>14.7%</b>	<b>100.0%</b>	<b>86.6</b>	<b>93.0</b>	<b>95.8</b>	<b>4.6%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(4.6)</b>	<b>(1.1)</b>	<b>(1.4)</b>	<b>(1.0)</b>	<b>-40.8%</b>	<b>100.0%</b>	<b>(2.0)</b>	<b>(5.4)</b>	<b>(7.7)</b>	<b>100.8%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(3.7)	(1.1)	(1.5)	(1.0)	-36.2%	96.8%	(0.7)	(5.4)	(1.4)	14.4%	63.9%
Acquisition of software and other intangible assets	(1.0)	—	(0.0)	—	-100.0%	5.8%	(1.2)	—	(6.3)	—	36.1%
Proceeds from the sale of property, plant, equipment and intangible assets	0.1	0.0	0.1	—	-100.0%	-2.6%	—	—	—	—	—
<b>Net cash flow from financing activities</b>	<b>0.0</b>	<b>(0.1)</b>	<b>0.0</b>	<b>(0.1)</b>	<b>-229.7%</b>	<b>100.0%</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>—</b>	<b>100.0%</b>
Repayment of finance leases	0.1	(0.0)	0.1	—	-100.0%	79 436.5%	—	—	—	—	—
Other flows from financing activities	(0.0)	(0.0)	(0.1)	(0.1)	55.9%	-79 336.5%	(0.1)	(0.1)	(0.1)	—	100.0%
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(59.0)</b>	<b>2.6</b>	<b>24.0</b>	<b>3.6</b>	<b>-139.4%</b>	<b>-13.3%</b>	<b>4.5</b>	<b>(3.0)</b>	<b>(5.6)</b>	<b>-215.6%</b>	<b>100.0%</b>
<b>Statement of financial position</b>											
Carrying value of assets of which:	9.9	7.9	6.7	4.2	-25.1%	10.0%	3.2	5.8	11.1	38.6%	6.2%
<b>Acquisition of assets</b>	<b>(3.7)</b>	<b>(1.1)</b>	<b>(1.5)</b>	<b>(1.0)</b>	<b>-36.2%</b>	<b>100.0%</b>	<b>(0.7)</b>	<b>(5.4)</b>	<b>(1.4)</b>	<b>14.4%</b>	<b>100.0%</b>
Investments	1.5	1.5	1.5	1.5	—	2.0%	1.5	1.5	1.6	2.6%	1.6%
Receivables and prepayments	2.9	2.5	8.9	8.9	45.1%	6.9%	8.4	8.4	8.4	-2.2%	8.7%
Cash and cash equivalents	45.7	48.3	72.4	75.9	18.4%	76.4%	80.4	77.4	71.8	-1.8%	78.2%
Statutory receivables	—	5.3	5.2	5.2	—	4.8%	5.2	5.2	5.2	—	5.3%
<b>Total assets</b>	<b>60.0</b>	<b>65.6</b>	<b>94.7</b>	<b>95.7</b>	<b>16.8%</b>	<b>100.0%</b>	<b>98.7</b>	<b>98.3</b>	<b>98.1</b>	<b>0.8%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	57.3	60.7	86.1	87.1	15.0%	92.5%	87.9	89.9	89.9	1.0%	90.8%
Finance lease	0.1	0.0	0.1	0.1	23.1%	0.1%	0.1	0.1	0.1	—	0.1%
Deferred income	—	—	0.5	0.5	—	0.3%	0.5	0.5	0.5	—	0.5%
Trade and other payables	0.8	1.7	3.0	3.0	57.0%	2.6%	5.0	2.6	2.4	-7.3%	3.3%
Provisions	1.9	3.1	5.0	5.0	38.1%	4.6%	5.2	5.2	5.2	1.5%	5.3%
<b>Total equity and liabilities</b>	<b>60.0</b>	<b>65.6</b>	<b>94.7</b>	<b>95.7</b>	<b>16.8%</b>	<b>100.0%</b>	<b>98.7</b>	<b>98.3</b>	<b>98.1</b>	<b>0.8%</b>	<b>100.0%</b>

## Personnel information

**Table 8.59 Office of the Ombud for Financial Services Providers personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment														Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved establishment posts	Actual			Revised estimate			Medium-term expenditure estimate										
		2023/24			2024/25			2025/26			2026/27			2027/28		2024/25 - 2027/28		
Office of the Ombud for Financial Services Providers			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	
Salary level	76	76	60	38.9	0.6	76	54.2	0.7	75	55.4	0.7	75	57.9	0.8	75	60.5	0.8	-0.4%
1 – 6	19	19	16	2.9	0.2	19	4.1	0.2	19	4.3	0.2	19	4.5	0.2	19	4.7	0.2	–
7 – 10	42	42	31	17.5	0.6	42	24.9	0.6	41	26.7	0.7	41	28.0	0.7	41	29.2	0.7	-0.8%
11 – 12	6	6	4	4.0	1.0	6	8.9	1.5	6	7.7	1.3	6	8.1	1.3	6	8.5	1.4	–
13 – 16	8	8	8	11.6	1.4	8	12.6	1.6	8	13.1	1.6	8	13.7	1.7	8	14.4	1.8	–
17 – 22	1	1	1	2.9	2.9	1	3.7	3.7	1	3.5	3.5	1	3.6	3.6	1	3.8	3.8	–

1. Rand million.

## Office of the Pension Funds Adjudicator

### Selected performance indicators

**Table 8.60 Office of the Pension Funds Adjudicator performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of days taken per year for the new complaints unit to refer premature complaints to respondents per year	Dispose of complaints received	Entity mandate	5	5	5	5	5	5	5
Percentage of unresolved complaints referred to respondents within 5 working days per year	Dispose of complaints received		— <sup>1</sup>	87% (3 083/ 3 548)	91% (4 850/ 5 354)	90%	90%	90%	90%

1 No historical data available.

### Entity overview

The Office of the Pension Funds Adjudicator is mandated to investigate and determine complaints lodged in terms of the Pension Funds Act (1956). The adjudicator is required to resolve complaints in a procedurally fair, economical and expeditious manner by: ensuring that its services are accessible to all; investigating complaints in a procedurally fair manner; resolving complaints justly and expeditiously, in accordance with the law; incorporating innovation and proactive thought and action into its activities; and supporting, encouraging and providing opportunities for individual growth. Over the medium term, the adjudicator will focus on enhancing the integrity of the pension industry by continuing to serve as a trusted platform for resolving complaints, evaluating and modernising its internal case determination processes, and developing a digitisation strategy to adapt to evolving demands.

Expenditure is expected to increase at an average annual rate of 4.8 per cent, from R108 million in 2024/25 to R124.3 million in 2027/28, with compensation of employees accounting for an estimated 57.8 per cent (R205.9 million) of the entity's budget over the medium term. The entity derives its revenue mainly through levies collected from pension funds. Revenue is projected to increase in line with expenditure.



## Programmes/Objectives/Activities

**Table 8.61 Office of the Pension Funds Adjudicator expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	Average: Expenditure/ Total (%)	2025/26	2026/27	2027/28	2024/25 - 2027/28	Average: Expenditure/ Total (%)
Administration	15.3	16.5	20.2	24.1	16.4%	21.6%	25.6	26.8	28.1	5.3%	22.6%
Dispose of complaints received	53.2	57.2	63.5	76.0	12.6%	71.3%	79.0	83.0	87.2	4.7%	70.2%
Achieve operational excellence	4.5	5.1	5.0	6.2	11.1%	6.0%	6.4	6.7	7.1	4.3%	5.7%
Effective stakeholder relationships	0.2	0.5	1.9	1.6	106.8%	1.1%	1.7	1.8	1.9	5.4%	1.5%
<b>Total</b>	<b>73.3</b>	<b>79.2</b>	<b>90.6</b>	<b>108.0</b>	<b>13.8%</b>	<b>100.0%</b>	<b>112.7</b>	<b>118.4</b>	<b>124.3</b>	<b>4.8%</b>	<b>100.0%</b>

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

**Table 8.62 Office of the Pension Funds Adjudicator statements of financial performance, cash flow and financial position**

Statement of financial performance											
R million	Audited outcome			Revised estimate	Average growth rate (%)		Medium-term expenditure estimate			Average growth rate (%)	
	2021/22	2022/23	2023/24		2021/22 - 2024/25	Average: Expenditure/ Total (%)	2025/26	2026/27	2027/28	2024/25 - 2027/28	Average: Expenditure/ Total (%)
<b>Revenue</b>											
Non-tax revenue	0.4	0.8	8.7	8.5	177.1%	4.7%	1.1	1.2	1.2	-47.5%	2.7%
Other non-tax revenue	0.4	0.8	8.7	8.5	177.1%	4.7%	1.1	1.2	1.2	-47.5%	2.7%
Transfers received	79.3	82.7	82.6	99.5	7.9%	95.3%	111.6	117.2	123.1	7.3%	97.3%
<b>Total revenue</b>	<b>79.7</b>	<b>83.6</b>	<b>91.2</b>	<b>108.0</b>	<b>10.7%</b>	<b>100.0%</b>	<b>112.7</b>	<b>118.4</b>	<b>124.3</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Expenses</b>											
Current expenses	73.3	79.2	90.6	108.0	13.8%	100.0%	112.7	118.4	124.3	4.8%	100.0%
Compensation of employees	42.7	46.6	55.6	61.9	13.2%	59.0%	65.3	68.6	72.0	5.2%	57.8%
Goods and services	26.6	30.3	29.3	38.2	12.8%	35.6%	40.4	42.4	44.5	5.2%	35.7%
Depreciation	4.0	2.2	5.7	7.9	25.4%	5.5%	7.1	7.4	7.8	-0.6%	6.5%
<b>Total expenses</b>	<b>73.3</b>	<b>79.2</b>	<b>90.6</b>	<b>108.0</b>	<b>13.8%</b>	<b>100.0%</b>	<b>112.7</b>	<b>118.4</b>	<b>124.3</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>6.4</b>	<b>4.4</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>8.3</b>	<b>8.0</b>	<b>10.5</b>	<b>7.9</b>	<b>-1.5%</b>	<b>100.0%</b>	<b>7.0</b>	<b>7.4</b>	<b>7.8</b>	<b>-0.6%</b>	<b>100.0%</b>
<b>Receipts</b>											
Non-tax receipts	0.4	0.8	2.3	1.1	38.7%	1.2%	1.1	1.2	1.2	4.9%	1.0%
Other tax receipts	0.4	0.8	2.3	1.1	38.7%	1.2%	1.1	1.2	1.2	4.9%	1.0%
Transfers received	78.8	82.7	92.3	106.9	10.7%	98.7%	111.6	117.2	123.1	4.8%	99.0%
Financial transactions in assets and liabilities	-	0.1	0.1	-	-	-	-	-	-	-	-
<b>Total receipts</b>	<b>79.2</b>	<b>83.6</b>	<b>94.7</b>	<b>108.0</b>	<b>10.9%</b>	<b>100.0%</b>	<b>112.7</b>	<b>118.4</b>	<b>124.3</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Payment</b>											
Current payments	70.9	75.6	84.1	100.1	12.2%	100.0%	105.7	111.0	116.5	5.2%	100.0%
Compensation of employees	43.7	46.5	52.0	61.9	12.3%	61.7%	65.3	68.6	72.0	5.2%	61.8%
Goods and services	27.2	29.1	32.1	38.2	12.1%	38.3%	40.4	42.4	44.5	5.2%	38.2%
<b>Total payments</b>	<b>70.9</b>	<b>75.6</b>	<b>84.1</b>	<b>100.1</b>	<b>12.2%</b>	<b>100.0%</b>	<b>105.7</b>	<b>111.0</b>	<b>116.5</b>	<b>5.2%</b>	<b>100.0%</b>
<b>Net cash flow from investing activities</b>	<b>(8.3)</b>	<b>(3.0)</b>	<b>(2.3)</b>	<b>(7.9)</b>	<b>-1.5%</b>	<b>100.0%</b>	<b>(7.1)</b>	<b>(7.4)</b>	<b>(7.8)</b>	<b>-0.6%</b>	<b>100.0%</b>
Acquisition of property, plant, equipment and intangible assets	(7.4)	(2.0)	(1.8)	(6.9)	-2.4%	80.7%	(6.1)	(5.4)	(6.3)	-3.1%	81.7%
Acquisition of software and other intangible assets	(0.9)	(1.0)	(0.7)	(1.0)	5.6%	21.7%	(1.0)	(2.0)	(1.5)	14.5%	18.3%
Proceeds from the sale of property, plant, equipment and intangible assets	-	0.1	0.2	-	-	-2.5%	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(0.0)</b>	<b>5.0</b>	<b>8.2</b>	<b>(0.0)</b>	<b>-60.5%</b>	<b>3.9%</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>-185.8%</b>	<b>100.0%</b>
<b>Statement of financial position</b>											
Carrying value of assets	19.4	16.8	12.0	12.6	-13.6%	47.5%	13.1	13.7	14.3	4.5%	56.2%
of which:											
Acquisition of assets	(7.4)	(2.0)	(1.8)	(6.9)	-2.4%	100.0%	(6.1)	(5.4)	(6.3)	-3.1%	100.0%
Receivables and prepayments	4.7	6.4	8.1	8.5	21.7%	24.8%	8.8	9.2	9.7	4.5%	37.9%
Cash and cash equivalents	20.9	25.9	1.3	1.3	-60.3%	27.7%	1.4	1.4	1.5	4.5%	5.9%
<b>Total assets</b>	<b>45.1</b>	<b>49.2</b>	<b>21.3</b>	<b>22.3</b>	<b>-20.9%</b>	<b>100.0%</b>	<b>23.3</b>	<b>24.4</b>	<b>25.5</b>	<b>4.5%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)	40.3	44.7	19.4	20.4	-20.4%	90.7%	21.3	22.2	25.5	7.8%	93.3%
Trade and other payables	0.6	1.0	0.7	0.7	7.3%	2.3%	0.7	0.8	-	-100.0%	2.3%
Provisions	4.2	3.5	1.2	1.3	-32.2%	7.0%	1.4	1.5	-	-100.0%	4.4%
<b>Total equity and liabilities</b>	<b>45.1</b>	<b>49.2</b>	<b>21.3</b>	<b>22.3</b>	<b>-20.9%</b>	<b>100.0%</b>	<b>23.3</b>	<b>24.4</b>	<b>25.5</b>	<b>4.5%</b>	<b>100.0%</b>

## Personnel information

**Table 8.63 Office of the Pension Funds Adjudicator personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
Office of the Pension Funds Adjudicator			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	82	82	75	55.6	0.7	82	61.9	0.8	82	65.3	0.8	82	68.6	0.8	82	72.0	0.9	–	
1 – 6	26	26	26	9.2	0.4	26	9.7	0.4	26	10.2	0.4	26	10.7	0.4	26	11.2	0.4	–	
7 – 10	28	28	24	12.7	0.5	28	16.1	0.6	28	17.1	0.6	28	18.0	0.6	28	19.0	0.7	–	
11 – 12	16	16	13	13.6	1.0	16	14.7	0.9	16	15.6	1.0	16	16.5	1.0	16	17.5	1.1	–	
13 – 16	10	10	10	14.3	1.4	10	15.2	1.5	10	15.9	1.6	10	16.7	1.7	10	17.3	1.7	–	
17 – 22	2	2	2	5.9	2.9	2	6.2	3.1	2	6.5	3.2	2	6.7	3.3	2	7.0	3.5	–	

1. Rand million.

## Ombud Council

### Selected performance indicators

**Table 8.64 Ombud Council performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Number of consumer awareness materials published per year	Regulatory programme	Entity mandate	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	24	24	24
Number of awareness activities carried out per year	Regulatory programme		– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	8	8	8
Number of documented proposals to respond to identified conduct risks per year	Regulatory programme		– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	3	3	3

1. No historical data available.

### Entity overview

The Ombud Council is mandated in terms of the Financial Sector Regulation Act (2017) to help ensure that financial customers have access to and can use affordable, effective, independent and fair alternative dispute-resolution processes to complain about financial institutions. The council oversees both the statutory and industry financial sector ombud schemes. The council will focus on maintaining and strengthening its independent governance and operational frameworks over the medium term, promoting and improving awareness of the ombud system, and supporting the implementation of reforms to steer the future direction of the system.

Expenditure is projected to increase at an average annual rate of 3.7 per cent, from R27 million in 2024/25 to R30.1 million in 2027/28, with goods and services constituting an estimated 52 per cent (R43.3 million) of the council's budget over the next 3 years. The council receives its revenue through levies charged and collected on its behalf by the Financial Sector Conduct Authority. Revenue is expected to increase in line with spending.

### Programmes/Objectives/Activities

**Table 8.65 Ombud Council expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
Administration	2.4	5.0	8.5	17.0	90.7%	82.7%	16.1	17.2	18.4	2.6%	61.3%
Regulatory programme	–	1.1	1.4	10.0	–	17.3%	10.6	11.1	11.8	5.6%	38.7%
<b>Total</b>	<b>2.4</b>	<b>6.1</b>	<b>9.9</b>	<b>27.0</b>	<b>122.6%</b>	<b>100.0%</b>	<b>26.7</b>	<b>28.4</b>	<b>30.1</b>	<b>3.7%</b>	<b>100.0%</b>

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

**Table 8.66 Ombud Council statements of financial performance, cash flow and financial position**

Statement of financial performance					Average growth rate (%)	Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate			Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
<b>Revenue</b>											
Non-tax revenue	–	–	24.2	27.0	–	43.8%	26.7	28.4	30.1	3.7%	100.0%
Sale of goods and services other than capital assets	–	–	24.1	25.5	–	42.3%	25.4	27.0	28.6	4.0%	94.9%
Other non-tax revenue	–	–	0.1	1.5	–	1.5%	1.3	1.4	1.5	-0.8%	5.1%
Transfers received	10.0	10.0	8.0	–	-100.0%	56.2%	–	–	–	–	–
Total revenue	10.0	10.0	32.2	27.0	39.2%	100.0%	26.7	28.4	30.1	3.7%	100.0%
<b>Expenses</b>											
Current expenses	2.4	6.1	9.9	27.0	122.6%	100.0%	26.7	28.4	30.1	3.7%	100.0%
Compensation of employees	2.1	4.0	7.0	11.9	78.6%	66.5%	12.7	13.6	14.5	6.8%	47.0%
Goods and services	0.4	2.1	2.8	14.9	248.1%	33.1%	13.7	14.4	15.2	0.9%	52.0%
Depreciation	–	0.0	0.1	0.2	–	0.4%	0.2	0.3	0.4	23.7%	0.9%
Interest, dividends and rent on land	–	–	0.0	0.0	–	–	0.0	0.0	0.0	-20.6%	–
Total expenses	2.4	6.1	9.9	27.0	122.6%	100.0%	26.7	28.4	30.1	3.7%	100.0%
Surplus/(Deficit)	7.6	3.9	22.3	–	-100.0%	–	–	–	–	–	–
<b>Cash flow statement</b>											
Cash flow from operating activities	(0.0)	0.1	31.9	0.2	-1 983.2%	100.0%	0.2	0.2	0.4	23.5%	100.0%
<b>Receipts</b>											
Non-tax receipts	–	–	0.1	1.5	–	1.4%	1.3	1.4	1.5	-0.8%	5.1%
Other tax receipts	–	–	0.1	1.5	–	1.4%	1.3	1.4	1.5	-0.8%	5.1%
Transfers received	2.0	6.3	19.7	–	-100.0%	62.2%	–	–	–	–	–
Financial transactions in assets and liabilities	–	–	20.8	25.5	–	36.4%	25.4	27.0	28.6	4.0%	94.9%
Total receipts	2.0	6.3	40.6	27.0	139.3%	100.0%	26.7	28.4	30.1	3.7%	100.0%
<b>Payment</b>											
Current payments	2.0	6.2	8.7	26.8	138.7%	100.0%	26.5	28.1	29.8	3.6%	100.0%
Compensation of employees	1.7	4.1	6.3	11.9	89.8%	67.9%	12.7	13.6	14.5	6.8%	47.4%
Goods and services	0.2	2.1	2.3	14.9	304.4%	32.1%	13.7	14.5	15.2	0.9%	52.5%
Interest and rent on land	–	–	0.0	0.0	–	–	0.0	0.0	0.0	-20.6%	–
Total payments	2.0	6.2	8.7	26.8	138.7%	100.0%	26.5	28.1	29.8	3.6%	100.0%
Net cash flow from investing activities	–	(0.1)	(0.1)	(0.5)	–	–	(0.7)	(0.5)	(0.2)	-33.1%	100.0%
Acquisition of property, plant, equipment and intangible assets	–	(0.1)	(0.1)	(0.3)	–	–	(0.3)	(0.4)	(0.1)	-41.5%	50.7%
Acquisition of software and other intangible assets	–	–	–	(0.3)	–	–	(0.4)	(0.1)	(0.1)	-26.3%	49.3%
Net cash flow from financing activities	–	–	(11.7)	(0.0)	–	–	(0.0)	(0.0)	(0.0)	28.9%	100.0%
Repayment of finance leases	–	–	(0.0)	(0.0)	–	–	(0.0)	(0.0)	(0.0)	–	128.6%
Other flows from financing activities	–	–	(11.7)	0.0	–	–	–	–	–	-100.0%	-28.6%
Net increase/(decrease) in cash and cash equivalents	(0.0)	0.0	20.1	(0.3)	2 152.5%	50.5%	(0.5)	(0.3)	0.2	-183.7%	100.0%
<b>Statement of financial position</b>											
Carrying value of assets of which:	–	0.1	0.2	0.6	–	1.6%	1.0	1.5	1.5	39.1%	16.4%
Acquisition of assets	–	(0.1)	(0.1)	(0.3)	–	–	(0.3)	(0.4)	(0.1)	-41.5%	100.0%
Receivables and prepayments	–	–	0.0	–	–	–	–	–	–	–	–
Cash and cash equivalents	–	–	20.1	8.6	–	40.3%	3.0	3.0	3.0	-29.7%	53.8%
Statutory receivables	8.0	11.7	3.3	2.2	-35.4%	58.1%	2.2	2.2	2.2	–	29.8%
Total assets	8.0	11.8	23.6	11.4	12.2%	100.0%	6.2	6.6	6.6	-16.4%	100.0%
Accumulated surplus/(deficit)	7.6	11.4	22.0	11.0	13.4%	95.3%	5.9	6.4	6.4	-16.7%	96.0%
Finance lease	–	–	0.0	0.0	–	0.1%	0.0	–	0.0	–	0.4%
Deferred income	–	–	0.1	–	–	0.1%	–	–	–	–	–
Trade and other payables	0.5	0.4	0.7	0.3	-14.6%	3.7%	0.3	0.2	0.2	-6.3%	3.6%
Provisions	–	–	0.7	–	–	0.8%	–	–	–	–	–
Total equity and liabilities	8.0	11.8	23.6	11.4	12.2%	100.0%	6.2	6.6	6.6	-16.4%	100.0%

## Personnel information

**Table 8.67 Ombud Council personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
Ombud Council			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	8	8	4	7.0	1.8	8	11.9	1.5	8	12.7	1.6	8	13.6	1.7	8	14.5	1.8	–	100.0%
7 – 10	3	3	1	0.3	0.3	3	1.4	0.5	3	1.5	0.5	3	1.6	0.5	3	1.7	0.6	–	37.5%
11 – 12	1	1	–	2.1	–	1	2.3	2.3	1	2.5	2.5	1	2.6	2.6	1	2.8	2.8	–	12.5%
13 – 16	3	3	2	1.9	0.9	3	5.4	1.8	3	5.8	1.9	3	6.2	2.1	3	6.6	2.2	–	37.5%
17 – 22	1	1	1	2.8	2.8	1	2.8	2.8	1	3.0	3.0	1	3.2	3.2	1	3.4	3.4	–	12.5%

1. Rand million.

## Public Investment Corporation

### Selected performance indicators

**Table 8.68 Public Investment Corporation performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Value of net profit after tax per year	Administration	Outcome 3: Structural reforms to drive growth and competitiveness	R305m	R108m	R135m	R125m	R216m	R240m	R254m
Total amount of funds under management per year	Investments		R2.5tr	R2.6tr	R2.7tr	R2.8tr	R2.95tr	R3tr	3.14tr

### Entity overview

The Public Investment Corporation is a registered financial services provider in terms of the Financial Advisory and Intermediary Services Act (2002). It is wholly owned by the South African government, with the Minister of Finance as shareholder representative. The corporation is registered as a financial services provider and manages assets for its clients, all of which are public entities. Its ongoing focus is to invest funds on behalf of its clients based on their investment mandates and approved by the Financial Sector Conduct Authority. The corporation's strategic focus over the medium term will be on modernising and automating its systems and processes through implementing the approved digital and IT strategy to drive the integration of data and analytics into its operations, and artificial intelligence strategies to enhance treasury and risk management.

Expenditure is expected to increase marginally, at an average annual rate of 0.3 per cent. This is because spending on goods and services, the main cost driver, is projected to decrease at an average annual rate of 4.8 per cent, from R948.6 million in 2024/25 to R818.7 million in 2027/28, because of reduced spending on operating leases and payments. The corporation derives its revenue through fees for managing its clients' assets, interest income and board fees. Revenue is expected to increase at an average rate of 4.4 per cent, from R2 billion in 2024/25 to R2.3 billion in 2027/28.

### Programmes/Objectives/Activities

**Table 8.69 Public Investment Corporation expenditure trends and estimates by programme/objective/activity**

Table 6.6.1 Public Investment Corporation expenditure trends and estimates by programme/object category											
				Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
Audited outcome							2025/26	2026/27	2027/28		
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26 - 2027/28			2024/25 - 2027/28	
Administration	611.5	634.9	619.4	858.8	12.0%	49.7%	523.5	552.3	507.8	-16.1%	35.6%
Investments	589.0	634.9	645.7	898.3	15.1%	50.3%	1 091.1	1 146.1	1 265.5	12.1%	64.4%
<b>Total</b>	<b>1 200.5</b>	<b>1 269.8</b>	<b>1 265.1</b>	<b>1 757.1</b>	<b>13.5%</b>	<b>100.0%</b>	<b>1 614.6</b>	<b>1 698.5</b>	<b>1 773.2</b>	<b>0.3%</b>	<b>100.0%</b>

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

**Table 8.70 Public Investment Corporation statements of financial performance, cash flow and financial position**

Statement of financial performance					Average growth rate (%)		Average: Expenditure/ Total (%)					Average growth rate (%)		Average: Expenditure/ Total (%)	
	Audited outcome			Revised estimate			Medium-term expenditure estimate								
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28					
<b>Revenue</b>															
Non-tax revenue	1 505.0	1 485.4	1 536.1	2 007.1	10.1%	100.0%	2 046.5	2 179.0	2 281.3	4.4%	100.0%				
Sale of goods and services other than capital assets	1 061.7	1 220.4	1 261.8	1 696.5	16.9%	79.8%	1 731.7	1 836.3	1 908.2	4.0%	84.3%				
Other non-tax revenue	443.3	265.0	274.3	310.6	-11.2%	20.2%	314.8	342.7	373.1	6.3%	15.7%				
<b>Total revenue</b>	<b>1 505.0</b>	<b>1 485.4</b>	<b>1 536.1</b>	<b>2 007.1</b>	<b>10.1%</b>	<b>100.0%</b>	<b>2 046.5</b>	<b>2 179.0</b>	<b>2 281.3</b>	<b>4.4%</b>	<b>100.0%</b>				
<b>Expenses</b>															
Current expenses	1 150.5	1 130.0	1 184.1	1 697.2	13.8%	93.8%	1 454.8	1 520.8	1 585.3	-2.2%	91.4%				
Compensation of employees	759.1	438.1	734.1	689.9	-3.1%	48.8%	663.4	693.9	725.8	1.7%	40.5%				
Goods and services	339.8	641.8	395.5	948.6	40.8%	41.0%	753.0	787.2	818.7	-4.8%	48.3%				
Depreciation	51.6	50.0	54.4	58.7	4.4%	4.0%	38.5	39.6	40.8	-11.4%	2.6%				
<b>Transfers and subsidies</b>	<b>50.0</b>	<b>139.8</b>	<b>81.0</b>	<b>59.8</b>	<b>6.2%</b>	<b>6.2%</b>	<b>159.8</b>	<b>177.7</b>	<b>187.9</b>	<b>46.4%</b>	<b>8.6%</b>				
<b>Total expenses</b>	<b>1 200.5</b>	<b>1 269.8</b>	<b>1 265.1</b>	<b>1 757.1</b>	<b>13.5%</b>	<b>100.0%</b>	<b>1 614.6</b>	<b>1 698.5</b>	<b>1 773.2</b>	<b>0.3%</b>	<b>100.0%</b>				
<b>Surplus/(Deficit)</b>	<b>304.5</b>	<b>215.6</b>	<b>271.0</b>	<b>250.0</b>	<b>-6.4%</b>		<b>431.9</b>	<b>480.5</b>	<b>508.1</b>	<b>26.7%</b>					
<b>Cash flow statement</b>															
<b>Cash flow from operating activities</b>	<b>78.3</b>	<b>172.2</b>	<b>114.4</b>	<b>278.8</b>	<b>52.7%</b>	<b>100.0%</b>	<b>223.8</b>	<b>357.9</b>	<b>425.8</b>	<b>15.2%</b>	<b>100.0%</b>				
<b>Receipts</b>															
Non-tax receipts	1 273.8	1 473.8	1 527.6	1 987.7	16.0%	100.0%	2 030.1	2 161.5	2 262.7	4.4%	100.0%				
Sales of goods and services other than capital assets	1 061.7	1 220.4	1 261.8	1 696.5	16.9%	83.5%	1 731.7	1 836.3	1 908.2	4.0%	85.0%				
Other tax receipts	212.1	253.4	265.8	291.2	11.2%	16.5%	298.3	325.2	354.5	6.8%	15.0%				
<b>Total receipts</b>	<b>1 273.8</b>	<b>1 473.8</b>	<b>1 527.6</b>	<b>1 987.7</b>	<b>16.0%</b>	<b>100.0%</b>	<b>2 030.1</b>	<b>2 161.5</b>	<b>2 262.7</b>	<b>4.4%</b>	<b>100.0%</b>				
<b>Payment</b>															
Current payments	1 121.4	1 213.6	1 338.3	1 564.0	11.7%	93.3%	1 646.5	1 625.8	1 649.0	1.8%	90.6%				
Compensation of employees	579.2	503.4	625.2	689.9	6.0%	42.9%	663.4	693.9	725.8	1.7%	38.8%				
Goods and services	542.0	709.9	641.5	693.6	8.6%	46.5%	972.3	925.8	914.8	9.7%	48.9%				
Interest and rent on land	0.3	0.3	71.7	180.5	768.7%	3.9%	10.9	6.2	8.4	-64.0%	3.0%				
<b>Transfers and subsidies</b>	<b>74.0</b>	<b>88.0</b>	<b>74.8</b>	<b>144.9</b>	<b>25.1%</b>	<b>6.7%</b>	<b>159.8</b>	<b>177.7</b>	<b>187.9</b>	<b>9.0%</b>	<b>9.4%</b>				
<b>Total payments</b>	<b>1 195.4</b>	<b>1 301.6</b>	<b>1 413.1</b>	<b>1 708.9</b>	<b>12.7%</b>	<b>100.0%</b>	<b>1 806.3</b>	<b>1 803.6</b>	<b>1 836.9</b>	<b>2.4%</b>	<b>100.0%</b>				
<b>Net cash flow from investing activities</b>	<b>130.8</b>	<b>134.6</b>	<b>(646.0)</b>	<b>(271.0)</b>	<b>-227.5%</b>	<b>100.0%</b>	<b>(256.4)</b>	<b>(333.9)</b>	<b>(336.9)</b>	<b>7.5%</b>	<b>100.0%</b>				
Acquisition of property, plant, equipment and intangible assets	(8.2)	(4.1)	(8.2)	(47.5)	79.5%	2.4%	(4.5)	(4.7)	(5.0)	-52.9%	5.5%				
Acquisition of software and other intangible assets	(6.6)	(1.7)	–	(97.6)	145.0%	7.4%	(30.6)	(31.8)	(33.0)	-30.4%	16.8%				
Other flows from investing activities	145.6	140.3	(637.8)	(125.9)	-195.3%	90.2%	(221.3)	(297.4)	(299.0)	33.4%	77.6%				
<b>Net cash flow from financing activities</b>	<b>(25.2)</b>	<b>35.1</b>	<b>(25.7)</b>	<b>(21.0)</b>	<b>-6.0%</b>	<b>100.0%</b>	<b>(8.8)</b>	<b>(4.5)</b>	<b>(50.4)</b>	<b>33.9%</b>	<b>100.0%</b>				
Repayment of finance leases	–	(21.0)	(25.7)	(21.0)	–	35.0%	(8.8)	(4.5)	(50.4)	33.9%	100.0%				
Other flows from financing activities	(25.2)	56.1	–	–	-100.0%	65.0%	–	–	–	–	–				
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>183.9</b>	<b>341.9</b>	<b>(557.2)</b>	<b>(13.2)</b>	<b>-141.5%</b>	<b>-0.6%</b>	<b>(41.4)</b>	<b>19.5</b>	<b>38.5</b>	<b>-242.9%</b>	<b>100.0%</b>				
<b>Statement of financial position</b>															
Carrying value of assets of which:	95.0	84.5	78.0	213.5	31.0%	2.6%	103.9	99.3	100.2	-22.3%	2.5%				
Acquisition of assets	(8.2)	(4.1)	(8.2)	(47.5)	79.5%	100.0%	(4.5)	(4.7)	(5.0)	-52.9%	100.0%				
Investments	3 019.5	2 809.3	3 449.7	3 814.4	8.1%	72.2%	4 141.5	4 415.6	4 731.5	7.4%	79.9%				
Receivables and prepayments	166.3	337.0	361.9	402.1	34.2%	6.9%	393.2	414.1	401.1	-0.1%	7.6%				
Cash and cash equivalents	792.4	1 134.3	577.1	65.9	-56.3%	14.4%	568.6	588.1	626.6	111.8%	8.4%				
Taxation	193.5	165.7	150.6	192.1	-0.2%	3.9%	45.0	47.1	49.1	-36.5%	1.7%				
<b>Total assets</b>	<b>4 266.6</b>	<b>4 530.8</b>	<b>4 617.3</b>	<b>4 688.1</b>	<b>3.2%</b>	<b>100.0%</b>	<b>5 252.3</b>	<b>5 564.1</b>	<b>5 908.5</b>	<b>8.0%</b>	<b>100.0%</b>				
Accumulated surplus/(deficit)	2 711.0	2 932.7	3 062.7	3 070.3	4.2%	65.0%	3 729.3	4 049.9	4 390.2	12.7%	70.9%				
Capital and reserves	963.0	963.0	972.3	963.0	–	21.4%	972.3	972.3	972.3	0.3%	18.2%				
Finance lease	–	26.1	30.8	20.9	–	0.4%	40.0	47.2	55.6	38.6%	0.7%				
Trade and other payables	202.6	160.3	151.4	147.8	-10.0%	3.7%	110.2	100.3	93.0	-14.3%	2.2%				
Taxation	–	–	–	4.0	–	–	–	–	–	-100.0%	–				
Provisions	270.1	349.7	332.2	482.2	21.3%	7.9%	332.7	326.6	329.5	-11.9%	7.0%				
Derivatives financial instruments	120.0	99.0	67.9	–	-100.0%	1.6%	67.9	67.9	67.9	–	0.9%				
<b>Total equity and liabilities</b>	<b>4 266.6</b>	<b>4 530.8</b>	<b>4 617.3</b>	<b>4 688.1</b>	<b>3.2%</b>	<b>100.0%</b>	<b>5 252.3</b>	<b>5 564.1</b>	<b>5 908.5</b>	<b>8.0%</b>	<b>100.0%</b>				

## Personnel information

**Table 8.71 Public Investment Corporation personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved posts on establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
Public Investment Corporation			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	445	445	385	734.1	1.9	445	689.9	1.6	431	663.4	1.5	431	693.9	1.6	431	725.8	1.7	-1.1%	100.0%
1 – 6	14	14	14	11.1	0.8	14	7.9	0.6	16	14.6	0.9	16	15.3	1.0	16	16.0	1.0	4.6%	3.6%
7 – 10	188	188	156	160.1	1.0	188	231.3	1.2	124	78.6	0.6	124	82.2	0.7	124	86.0	0.7	-13.0%	32.1%
11 – 12	76	76	60	85.2	1.4	76	121.5	1.6	68	67.5	1.0	68	70.6	1.0	68	73.8	1.1	-3.6%	16.1%
13 – 16	119	119	112	239.1	2.1	119	198.1	1.7	171	287.6	1.7	171	300.9	1.8	171	314.7	1.8	12.8%	36.4%
17 – 22	48	48	43	238.6	5.5	48	131.2	2.7	52	215.0	4.1	52	224.9	4.3	52	235.2	4.5	2.7%	11.7%

1. Rand million.

## South African Revenue Service

### Selected performance indicators

**Table 8.72 South African Revenue Service performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Percentage collection of revenue as agreed with the Minister of Finance per year	Deputy commissioner: Taxpayer engagement and operations	Outcome 6: Supportive and sustainable economic policy environment	101% (R1 563.8bn/ R1 547.1bn)	99.7% (R1 686.7bn/ R1 692.2bn)	100.6% (R1 740.9bn/ R1 731.4bn)	100%	100%	100%	100%
Percentage of taxpayers and traders surveyed per year who are satisfied with the clarity and certainty provided by the revenue service	Deputy commissioner: Taxpayer engagement and operations		69.1% (3 210/ 4 648)	75.3% (8 858/ 11 761)	66.9% (9 759/ 14 588)	77%	77.5%	78%	78.5%

1. No historical data available.

### Entity overview

In terms of the South African Revenue Service Act (1997), the South African Revenue Service is mandated to collect all revenue due to the state and administer trade to support government in meeting its key developmental objectives for growth. This involves facilitating legitimate trade, protecting South Africa's ports of entry, and eliminating illegal trade and tax evasion. Accordingly, the revenue service's overarching strategic intent is to develop and administer a tax and customs system of voluntary compliance and enforce it responsibly and decisively.

To this end, its focus areas over the medium term include: digital transformation through embracing artificial intelligence and data-driven insights to improve tax administration and ensure seamless interactions with taxpayers; modernising efforts with a focus on digital identity, instant payment systems and value-added tax administration; enhancing compliance by increasing detection capabilities across the value chain; and investing in leadership and skills development to adapt to global changes.

The revenue service is allocated additional funding of R3.5 billion over the next 3 years to help improve its capabilities to raise revenue, and to invest in identified priority areas such as customs modernisation and other capital projects. Total expenditure is expected to increase at an average rate of 2.6 per cent, from R14.2 billion in 2024/25 to R15.4 billion in 2027/28, with compensation of employees accounting for an estimated 66.5 per cent (R29 billion) of projected expenditure over the period ahead. Spending on goods and services, driven mainly by ICT-related projects, is expected to increase at an average annual rate of 7.5 per cent, from R3.8 billion in 2024/25 to R4.8 billion in 2027/28.

The entity derives revenue mainly through transfers from the department, accounting for an estimated 94.2 per cent (R41.8 billion) of total revenue over the medium term. Revenue is expected to increase at an average rate of 2.3 per cent, from R14 billion in 2024/25 to R15 billion in 2027/28.

### Programmes/Objectives/Activities

**Table 8.73 South African Revenue Service expenditure trends and estimates by programme/objective/activity**

	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28	2024/25 - 2027/28
Administration	3 732.1	3 251.8	2 948.7	3 393.0	-3.1%	26.5%	3 198.1	3 288.3	3 388.2	—	22.8%
Deputy commissioner: Taxpayer engagement and operations	5 587.1	6 435.8	7 331.6	7 266.0	9.2%	52.3%	7 698.7	8 070.0	8 463.7	5.2%	54.1%
Deputy commissioner: Strategy, enabling and modernisation	2 139.2	2 241.2	2 547.8	2 749.8	8.7%	19.0%	2 950.4	3 175.8	3 420.2	7.5%	21.1%
Office of the Tax Ombud	44.4	48.1	51.6	57.7	9.1%	0.4%	55.9	58.5	61.2	1.9%	0.4%
Projects	17.7	13.6	197.8	745.5	247.6%	1.8%	87.4	27.6	24.1	-68.1%	1.6%
<b>Total</b>	<b>11 520.7</b>	<b>11 990.5</b>	<b>13 077.4</b>	<b>14 211.9</b>	<b>7.2%</b>	<b>100.0%</b>	<b>13 990.5</b>	<b>14 620.1</b>	<b>15 357.4</b>	<b>2.6%</b>	<b>100.0%</b>

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

**Table 8.74 South African Revenue Service statements of financial performance, cash flow and financial position**

Statement of financial performance											
	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	2021/22 - 2024/25	2025/26	2026/27	2027/28	2024/25 - 2027/28	2024/25 - 2027/28
<b>Revenue</b>											
<b>Non-tax revenue</b>	<b>484.7</b>	<b>715.2</b>	<b>616.7</b>	<b>1 632.7</b>	<b>49.9%</b>	<b>6.5%</b>	<b>532.7</b>	<b>552.8</b>	<b>573.9</b>	<b>-29.4%</b>	<b>5.8%</b>
Sale of goods and services other than capital assets	411.9	429.9	462.9	431.5	1.6%	3.3%	444.0	456.8	470.0	2.9%	3.1%
Other non-tax revenue	72.8	285.2	153.7	1 201.2	154.6%	3.2%	88.7	96.0	103.9	-55.8%	2.6%
<b>Transfers received</b>	<b>11 295.2</b>	<b>11 635.8</b>	<b>13 280.7</b>	<b>12 388.6</b>	<b>3.1%</b>	<b>93.5%</b>	<b>13 409.6</b>	<b>13 895.3</b>	<b>14 455.8</b>	<b>5.3%</b>	<b>94.2%</b>
<b>Total revenue</b>	<b>11 779.9</b>	<b>12 351.0</b>	<b>13 897.4</b>	<b>14 021.3</b>	<b>6.0%</b>	<b>100.0%</b>	<b>13 942.4</b>	<b>14 448.1</b>	<b>15 029.7</b>	<b>2.3%</b>	<b>100.0%</b>
<b>Expenses</b>											
<b>Current expenses</b>	<b>11 520.7</b>	<b>11 990.5</b>	<b>13 077.4</b>	<b>14 211.9</b>	<b>7.2%</b>	<b>100.0%</b>	<b>13 990.5</b>	<b>14 620.1</b>	<b>15 357.4</b>	<b>2.6%</b>	<b>100.0%</b>
Compensation of employees	8 194.5	8 304.0	8 983.4	9 643.7	5.6%	69.2%	9 252.8	9 673.3	10 109.9	1.6%	66.5%
Goods and services	2 751.7	3 007.3	3 494.1	3 837.2	11.7%	25.7%	4 125.7	4 397.1	4 768.9	7.5%	29.4%
Depreciation	574.4	669.9	592.0	730.8	8.4%	5.1%	611.8	549.5	478.3	-13.2%	4.1%
Interest, dividends and rent on land	0.1	9.2	7.9	0.2	21.7%	—	0.2	0.2	0.2	4.6%	—
<b>Total expenses</b>	<b>11 520.7</b>	<b>11 990.5</b>	<b>13 077.4</b>	<b>14 211.9</b>	<b>7.2%</b>	<b>100.0%</b>	<b>13 990.5</b>	<b>14 620.1</b>	<b>15 357.4</b>	<b>2.6%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>259.2</b>	<b>360.5</b>	<b>820.0</b>	<b>(190.6)</b>	<b>-190.3%</b>		<b>(48.2)</b>	<b>(172.0)</b>	<b>(327.7)</b>	<b>19.8%</b>	
<b>Cash flow statement</b>											
<b>Cash flow from operating activities</b>	<b>1 204.4</b>	<b>665.3</b>	<b>856.4</b>	<b>(380.5)</b>	<b>-168.1%</b>	<b>100.0%</b>	<b>616.7</b>	<b>425.0</b>	<b>219.8</b>	<b>-183.3%</b>	<b>100.0%</b>
<b>Receipts</b>											
<b>Non-tax receipts</b>	<b>483.1</b>	<b>533.4</b>	<b>525.9</b>	<b>558.0</b>	<b>4.9%</b>	<b>4.2%</b>	<b>532.7</b>	<b>552.8</b>	<b>573.9</b>	<b>0.9%</b>	<b>3.9%</b>
Sales of goods and services other than capital assets	425.1	430.8	377.7	431.5	0.5%	3.3%	444.0	456.8	470.0	2.9%	3.2%
Other sales	425.1	430.8	377.7	431.5	0.5%	3.3%	444.0	456.8	470.0	2.9%	3.2%
Other tax receipts	58.0	102.6	148.2	126.5	29.6%	0.8%	88.7	96.0	103.9	-6.4%	0.7%
<b>Transfers received</b>	<b>11 295.2</b>	<b>11 635.8</b>	<b>13 280.7</b>	<b>12 388.6</b>	<b>3.1%</b>	<b>95.8%</b>	<b>13 409.6</b>	<b>13 895.3</b>	<b>14 455.8</b>	<b>5.3%</b>	<b>96.1%</b>
<b>Total receipts</b>	<b>11 778.3</b>	<b>12 169.2</b>	<b>13 806.6</b>	<b>12 946.6</b>	<b>3.2%</b>	<b>100.0%</b>	<b>13 942.4</b>	<b>14 448.1</b>	<b>15 029.7</b>	<b>5.1%</b>	<b>100.0%</b>
<b>Payment</b>											
<b>Current payments</b>	<b>10 573.8</b>	<b>11 503.9</b>	<b>12 950.2</b>	<b>13 327.1</b>	<b>8.0%</b>	<b>100.0%</b>	<b>13 325.7</b>	<b>14 023.1</b>	<b>14 809.9</b>	<b>3.6%</b>	<b>100.0%</b>
Compensation of employees	7 776.2	8 445.4	9 498.5	9 870.1	8.3%	73.6%	9 252.8	9 673.3	10 109.9	0.8%	70.2%
Goods and services	2 797.5	3 049.3	3 443.8	3 456.7	7.3%	26.4%	4 072.7	4 349.6	4 699.7	10.8%	29.8%
Interest and rent on land	0.1	9.2	7.9	0.2	21.6%	—	0.2	0.2	0.2	4.6%	—
<b>Total payments</b>	<b>10 573.8</b>	<b>11 503.9</b>	<b>12 950.2</b>	<b>13 327.1</b>	<b>8.0%</b>	<b>100.0%</b>	<b>13 325.7</b>	<b>14 023.1</b>	<b>14 809.9</b>	<b>3.6%</b>	<b>100.0%</b>

**Table 8.74 South African Revenue Service statements of financial performance, cash flow and financial position (continued)**

Cash flow statement						Average: Expenditure/ Total (%)				Average growth rate (%)	Average: Expenditure/ Total (%)
	Audited outcome			Revised estimate	Average growth rate (%)		Medium-term expenditure estimate				
R million	2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25		2025/26	2026/27	2027/28	2024/25 - 2027/28	
Net cash flow from investing activities	(517.6)	(779.4)	(640.8)	(540.2)	1.4%	100.0%	(563.7)	(377.5)	(150.6)	-34.7%	100.0%
Acquisition of property, plant, equipment and intangible assets	(333.0)	(546.6)	(393.8)	(266.5)	-7.2%	61.3%	(203.1)	(145.1)	(76.1)	-34.1%	43.6%
Acquisition of software and other intangible assets	(182.9)	(242.9)	(248.2)	(273.7)	14.4%	39.0%	(360.6)	(232.4)	(74.5)	-35.2%	56.4%
Proceeds from the sale of property, plant, equipment and intangible assets	1.8	1.6	1.3	—	-100.0%	-0.2%	—	—	—	—	—
Other flows from investing activities	(3.5)	8.5	—	—	-100.0%	-0.1%	—	—	—	—	—
Net cash flow from financing activities	28.6	2.2	(13.8)	(20.5)	-189.6%	100.0%	—	(8.7)	—	-100.0%	—
Repayment of finance leases	29.3	6.5	(6.6)	(20.5)	-188.8%	135.7%	—	(8.7)	—	-100.0%	—
Other flows from financing activities	(0.8)	(4.3)	(7.2)	—	-100.0%	-35.7%	—	—	—	—	—
Net increase/(decrease) in cash and cash equivalents	715.4	(111.9)	201.9	(941.3)	-209.6%	—	53.0	38.8	69.1	-141.9%	100.0%
Statement of financial position											
Carrying value of assets of which:	4 163.1	4 431.8	4 480.6	4 290.0	1.0%	71.3%	4 241.8	4 069.8	3 742.1	-4.5%	75.2%
Acquisition of assets	(333.0)	(546.6)	(393.8)	(266.5)	-7.2%	100.0%	(203.1)	(145.1)	(76.1)	-34.1%	100.0%
Inventory	28.0	19.6	22.3	27.1	-1.1%	0.4%	28.1	30.1	32.1	5.8%	0.5%
Receivables and prepayments	367.4	483.4	652.4	652.4	21.1%	8.9%	686.4	688.4	656.4	0.2%	12.4%
Cash and cash equivalents	1 421.4	1 309.5	1 511.4	570.1	-26.3%	19.4%	623.0	661.8	730.9	8.6%	11.9%
Total assets	5 979.7	6 244.3	6 666.7	5 539.5	-2.5%	100.0%	5 579.3	5 450.0	5 161.4	-2.3%	100.0%
Accumulated surplus/(deficit)	3 889.6	4 250.1	5 070.1	3 804.8	-0.7%	69.5%	3 756.6	3 584.6	3 256.9	-5.1%	66.2%
Capital and reserves	102.7	101.2	121.1	121.1	5.6%	1.8%	127.9	129.4	125.3	1.1%	2.3%
Finance lease	29.4	35.9	29.3	8.7	-33.3%	0.4%	8.7	—	—	-100.0%	0.1%
Deferred income	0.2	0.2	0.2	0.2	-6.6%	—	0.2	0.2	0.2	—	—
Trade and other payables	737.0	802.7	852.1	1 246.8	19.2%	15.1%	1 291.0	1 338.5	1 409.4	4.2%	24.4%
Provisions	1 220.8	1 054.1	593.9	357.9	-33.6%	13.2%	394.9	397.4	369.6	1.1%	7.0%
Total equity and liabilities	5 979.7	6 244.3	6 666.7	5 539.5	-2.5%	100.0%	5 579.3	5 450.0	5 161.4	-2.3%	100.0%

## Personnel information

**Table 8.75 South African Revenue Service personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment													Average growth rate of personnel posts (%)	Average: salary level/ Total (%)		
Number of funded posts	Number of approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28				2024/25 - 2027/28	
South African Revenue Service			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	12 823	12 823	12 357	8 983.4	0.7	12 823	9 643.7	0.8	12 823	9 252.8	0.7	12 823	9 673.3	0.8	12 823	0 109.9	0.8	–	100.0%
1 – 6	852	852	986	319.6	0.3	852	854.6	1.0	852	253.2	0.3	852	264.2	0.3	852	275.6	0.3	–	6.6%
7 – 10	7 438	7 438	7 281	3 677.1	0.5	7 438	3 687.6	0.5	7 438	3 720.4	0.5	7 438	3 889.6	0.5	7 438	4 065.4	0.5	–	58.0%
11 – 12	2 665	2 665	2 339	2 294.6	1.0	2 665	2 401.6	0.9	2 665	2 555.4	1.0	2 665	2 671.6	1.0	2 665	2 792.4	1.0	–	20.8%
13 – 16	1 829	1 829	1 712	2 348.3	1.4	1 829	2 355.0	1.3	1 829	2 375.9	1.3	1 829	2 484.0	1.4	1 829	2 596.3	1.4	–	14.3%
17 – 22	39	39	39	343.9	8.8	39	344.9	8.8	39	348.0	8.9	39	363.8	9.3	39	380.2	9.7	–	0.3%

1. Rand million.



## South African Special Risks Insurance Association

### Selected performance indicators

**Table 8.76 South African Special Risks Insurance Association performance indicators by programme/objective/activity and related outcome**

Indicator	Programme/Objective/Activity	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Percentage growth of gross written premium income per year compared to the previous financial year	Investment activities	Entity mandate	13% (R3.2bn)	44% (R4.6bn)	17% (R5.4bn)	10%	8%	8%	8%
Net insurance service result, less catastrophe bond claims (where the event exceeded R2 billion in claims), plus excess of loss premium, less other operating expenses, divided by insurance revenue, per year	Administration		— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>	80%	80%	80%

1. No historical data available.

### Entity overview

The South African Special Risks Insurance Association was established in 1979 and registered in terms of the Companies Act (1973). Its mandate is prescribed and informed by the Reinsurance of Material Damages and Losses Act (1989). In line with amendments to the South African Special Risks Insurance Association Act (1998), its ongoing focus is on supporting the insurance industry by providing cover for special risks such as civil commotion, public disorder, strikes, riots and terrorism.

Over the medium term, the insurer will focus on maintaining access to adequate capital through effective financial management and partnerships. The aim of this is to sustain operations and handle future risks, build internal systems and capabilities to enhance operational efficiency and data management, ensure long-term sustainability through strong financial performance, and contribute to industry transformation by enhancing skills development, fostering innovation and driving initiatives that promote financial inclusivity and resilience.

Expenditure is expected to increase at an average annual rate of 21.7 per cent, from R4 billion in 2024/25 to R7.2 billion in 2027/28, with goods and services accounting for a projected 94.8 per cent (R18.8 billion) of total expenditure over the period ahead. This spending is expected to increase at an average annual rate of 22.3 per cent, from R3.7 billion in 2024/25 to R6.9 billion in 2027/28, due to a projected increase in claims because of revisions to actuarial loss-ratio calculations, and in gross written premiums because of an increase in administration fees to agent companies for premium collection. The association generates revenue through insurance premiums. Cover is provided to individuals, corporate and commercial customers, sold as a coupon attached to an underlying insurance policy. Revenue is expected to increase at an average annual rate of 9.2 per cent, from R7.7 billion in 2024/25 to R10.1 billion in 2027/28.

### Programmes/Objectives/Activities

**Table 8.77 South African Special Risks Insurance Association expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28		
Administration	27 656.5	438.8	367.1	413.4	-75.4%	35.3%	468.1	488.7	565.0	11.0%	8.4%
Insurance	1 556.6	1 284.4	2 949.2	3 565.9	31.8%	64.3%	5 118.3	5 538.6	5 993.5	18.9%	85.7%
Investment activities	—	7.5	17.8	22.4	—	0.4%	370.4	520.5	663.0	209.1%	6.0%
<b>Total</b>	<b>29 213.1</b>	<b>1 730.6</b>	<b>3 334.0</b>	<b>4 001.7</b>	<b>-48.5%</b>	<b>100.0%</b>	<b>5 956.9</b>	<b>6 547.7</b>	<b>7 221.5</b>	<b>21.7%</b>	<b>100.0%</b>

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

**Table 8.78 South African Special Risks Insurance Association statements of financial performance, cash flow and financial position**

Statement of financial performance						Average:					Average:
				Revised	Average	Expendi-				Average	Expendi-
	Audited outcome			estimate	growth	ture/	Medium-term expenditure			growth	ture/
	2021/22	2022/23	2023/24	2024/25	rate	Total	estimate			rate	Total
R million	2021/22	2022/23	2023/24	2024/25	(%)	(%)	2025/26	2026/27	2027/28	2024/25 -	2027/28
Revenue											
Non-tax revenue	3 808.2	5 476.6	6 181.9	7 261.3	24.0%	92.2%	8 204.8	9 155.9	10 061.9	11.5%	98.0%
Sale of goods and services other than capital assets	3 466.8	4 688.7	5 140.6	6 061.6	20.5%	79.0%	6 689.7	7 224.9	7 802.8	8.8%	78.7%
Other non-tax revenue	341.5	787.9	1 041.3	1 199.6	52.0%	13.2%	1 515.1	1 931.0	2 259.1	23.5%	19.3%
Transfers received	837.0	–	484.8	456.6	-18.3%	7.8%	144.8	28.2	–	-100.0%	2.0%
Total revenue	4 645.2	5 476.6	6 666.7	7 717.8	18.4%	100.0%	8 349.7	9 184.0	10 061.9	9.2%	100.0%
Expenses											
Current expenses	29 213.1	1 633.0	3 319.5	3 955.1	-48.7%	98.2%	5 886.9	6 474.7	7 090.4	21.5%	98.7%
Compensation of employees	145.1	191.8	173.8	188.3	9.1%	5.4%	202.7	211.6	220.9	5.5%	3.6%
Goods and services	29 046.2	1 419.8	3 129.9	3 748.4	-49.5%	92.3%	5 668.4	6 246.6	6 852.3	22.3%	94.8%
Depreciation	21.9	21.4	15.8	18.3	-5.8%	0.6%	15.8	16.5	17.2	-2.1%	0.3%
Transfers and subsidies	–	97.6	14.5	46.6	–	1.8%	70.0	73.1	131.1	41.2%	1.3%
Total expenses	29 213.1	1 730.6	3 334.0	4 001.7	-48.5%	100.0%	5 956.9	6 547.7	7 221.5	21.7%	100.0%
Surplus/(Deficit)	(24 567.9)	3 746.0	3 332.7	3 716.2	-153.3%		2 392.8	2 636.3	2 840.4	-8.6%	
Cash flow statement											
Cash flow from operating activities	(16 915.7)	(3 978.0)	2 455.2	3 926.8	-161.5%	100.0%	4 531.5	4 063.1	4 477.6	4.5%	100.0%
Receipts											
Non-tax receipts	3 786.6	5 464.6	6 156.9	7 261.3	24.2%	96.6%	8 204.8	9 155.9	10 061.9	11.5%	98.0%
Sales of goods and services other than capital assets	3 479.5	4 688.7	5 140.6	6 061.6	20.3%	83.3%	6 689.7	7 224.9	7 802.8	8.8%	78.7%
Other tax receipts	307.0	775.9	1 016.3	1 199.6	57.5%	13.3%	1 515.1	1 931.0	2 259.1	23.5%	19.3%
Transfers received	–	–	484.8	456.6	–	3.3%	144.8	28.2	–	-100.0%	2.0%
Financial transactions in assets and liabilities	17.8	–	–	–	-100.0%	0.1%	–	–	–	–	–
Total receipts	3 804.4	5 464.6	6 641.7	7 717.8	26.6%	100.0%	8 349.7	9 184.0	10 061.9	9.2%	100.0%
Payment											
Current payments	20 571.2	9 345.1	4 172.1	3 744.4	-43.3%	99.2%	3 748.2	5 047.8	5 453.3	13.4%	98.3%
Compensation of employees	153.1	191.8	173.8	188.3	7.1%	3.0%	202.7	211.6	220.9	5.5%	4.6%
Goods and services	20 418.1	9 153.3	3 998.2	3 556.1	-44.2%	96.2%	3 545.5	4 836.2	5 232.4	13.7%	93.7%
Transfers and subsidies	148.9	97.6	14.5	46.6	-32.1%	0.8%	70.0	73.1	131.1	41.2%	1.7%
Total payments	20 720.1	9 442.7	4 186.5	3 791.0	-43.2%	100.0%	3 818.2	5 120.9	5 584.4	13.8%	100.0%
Net cash flow from investing activities	6 332.1	(6 464.8)	(1 047.9)	(7 422.6)	-205.4%	100.0%	(3 137.0)	(2 556.6)	(2 850.1)	-27.3%	100.0%
Acquisition of property, plant, equipment and intangible assets	(5.0)	(3.8)	(2.2)	(9.9)	25.7%	0.1%	(13.7)	(9.1)	(9.4)	-1.6%	0.3%
Acquisition of software and other intangible assets	(23.8)	(4.4)	(2.4)	–	-100.0%	–	(5.0)	(5.2)	(5.4)	–	0.1%
Proceeds from the sale of property, plant, equipment and intangible assets	0.2	0.1	0.1	–	-100.0%	–	–	–	–	–	–
Other flows from investing activities	6 360.6	(6 456.7)	(1 043.4)	(7 412.7)	-205.2%	99.9%	(3 118.3)	(2 542.4)	(2 835.2)	-27.4%	99.5%
Net cash flow from financing activities	21 995.8	(8.6)	(2.5)	(3.1)	-105.2%	100.0%	(3.8)	(4.5)	(5.4)	20.6%	100.0%
Repayment of finance leases	(4.2)	(8.6)	(2.5)	(3.1)	-9.7%	75.0%	(3.8)	(4.5)	(5.4)	20.6%	100.0%
Other flows from financing activities	22 000.0	–	–	–	-100.0%	25.0%	–	–	–	–	–
Net increase/(decrease) in cash and cash equivalents	11 412.2	(10 451.5)	1 404.8	(3 498.9)	-167.4%	-152.5%	1 390.7	1 501.9	1 622.1	-177.4%	100.0%
Statement of financial position											
Carrying value of assets of which:	243.0	67.7	75.8	67.4	-34.8%	0.6%	70.3	68.1	65.8	-0.8%	0.3%
Acquisition of assets	(5.0)	(3.8)	(2.2)	(9.9)	25.7%	100.0%	(13.7)	(9.1)	(9.4)	-1.6%	100.0%
Investments	37.3	6 546.6	7 637.4	15 051.6	639.0%	42.1%	18 171.1	20 714.2	23 549.7	16.1%	80.5%
Receivables and prepayments	4 273.3	2 512.3	1 747.3	1 773.3	-25.4%	14.7%	824.2	890.5	962.2	-18.4%	4.9%
Cash and cash equivalents	14 578.8	4 127.3	5 532.1	1 000.0	-59.1%	35.3%	1 000.0	1 000.0	1 000.0	–	4.2%
Taxation	776.7	817.5	1 460.3	2 092.9	39.2%	7.3%	2 359.1	2 528.1	2 629.6	7.9%	10.1%
Total assets	19 909.1	14 071.4	16 452.9	19 985.1	0.1%	100.0%	22 424.7	25 201.0	28 207.3	12.2%	100.0%
Accumulated surplus/(deficit)	(15 098.6)	(11 190.1)	(7 857.5)	(4 141.3)	-35.0%	-56.0%	(1 748.5)	887.8	3 728.2	-196.6%	-2.9%
Capital reserve fund	22 000.0	22 000.0	22 000.0	22 000.0	–	127.7%	22 000.0	22 000.0	22 000.0	–	93.4%
Finance lease	8.6	–	16.8	13.7	16.8%	0.1%	10.0	5.4	–	-100.0%	–
Deferred income	99.4	–	–	–	-100.0%	0.1%	–	–	–	–	–
Trade and other payables	184.4	67.1	90.7	73.8	-26.3%	0.6%	105.8	103.8	104.0	12.1%	0.4%
Taxation	–	19.7	100.8	107.7	–	0.3%	100.7	107.4	113.5	1.8%	0.5%
Provisions	12 715.3	3 174.8	2 102.0	1 931.2	-46.6%	27.2%	1 956.7	2 096.6	2 261.6	5.4%	8.7%
Total equity and liabilities	19 909.1	14 071.4	16 452.9	19 985.1	0.1%	100.0%	22 424.7	25 201.0	28 207.3	12.2%	100.0%

## Personnel information

**Table 8.79 South African Special Risks Insurance Association personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2025			Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Average growth rate of personnel posts (%)	Average: salary level/ Total (%)
Number of funded posts	Number of approved establishment	Actual			Revised estimate			Medium-term expenditure estimate											
		2023/24			2024/25			2025/26			2026/27			2027/28			2024/25 - 2027/28		
South African Special Risks Insurance Association			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
Salary level	187	187	177	173.8	1.0	187	188.3	1.0	187	202.7	1.1	187	211.6	1.1	187	220.9	1.2	–	100.0%
1 – 6	19	19	19	11.0	0.6	19	11.7	0.6	19	12.6	0.7	19	13.1	0.7	19	13.7	0.7	–	10.2%
7 – 10	94	94	89	63.9	0.7	94	68.7	0.7	94	73.9	0.8	94	77.2	0.8	94	80.6	0.9	–	50.3%
11 – 12	44	44	39	34.8	0.9	44	39.4	0.9	44	42.4	1.0	44	44.3	1.0	44	46.2	1.1	–	23.5%
13 – 16	23	23	23	46.1	2.0	23	49.0	2.1	23	52.8	2.3	23	55.1	2.4	23	57.5	2.5	–	12.3%
17 – 22	7	7	7	18.0	2.6	7	19.5	2.8	7	21.0	3.0	7	21.9	3.1	7	22.9	3.3	–	3.7%

1. Rand million.

