



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

MTEF TECHNICAL GUIDELINES

FOR THE PREPARATION OF EXPENDITURE ESTIMATES FOR THE
2016 MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

National Treasury

June 2015

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1 INTRODUCTION

- 1.1 As stated by Minister Jeff Radebe in his Planning, Monitoring and Evaluation 2015 Budget vote speech, “we have to constantly reflect on whether our programmes are achieving what they were intended to achieve, whether we are doing the right things, whether we are being effective, efficient and providing value for money and how we can improve...”.
- 1.2 In accordance with section 27(3) of the Public Finance Management Act, Act 1 of 1999, these MTEF technical guidelines provide institutions¹ with the requirements for the preparation of their expenditure plans for the three-year period ahead. These Guidelines accompany the *Process and Structures for the 2016 Budget* memorandum that outlines the approach to the 2016 MTEF Budget process, and thus must be read together.

2 GENERAL SUBMISSION REQUIREMENTS

- 2.1 All the requirements detailed in these Guidelines apply to national and provincial departments, public entities (schedules 2, 3A and 3B), trading entities, government components and constitutional institutions.
- 2.2 Institutions should work collaboratively with National Treasury budget analysts and other institutions in their technical groups to prepare their 2016 MTEF expenditure estimates submission, taking the requirements of the guidelines into consideration.

DOCUMENTATION REQUIREMENTS

- 2.3 Institutions must submit the following documentation to the National Treasury by **10 July 2015**:
- an **endorsement letter** signed by the Accounting Officer or Accounting Authority,
 - an explanatory **narrative**, and
 - a populated estimates of expenditure **database** in the format provided by the relevant Treasury.
- 2.4 The **endorsement letter** signed by the Accounting Officer or Accounting Authority must highlight important information taken into account when preparing the submission and also confirm that the database has been thoroughly completed in line with this. Importantly, this letter must also indicate that the relevant Minister has agreed to the information contained in the budget submission and has been appraised of the requirements of the 2016 MTEF Budget process.
- 2.5 The explanatory **narrative** should include information in respect of the following, as is relevant:
- Details of progress on the attainment of key performance targets, including those funded in the previous two budget cycles;

¹ Institutions include national and provincial departments, public entities, trading entities, government components and constitutional institutions.

- Regarding the 2015 Budget process, details of progress on actioning decisions taken, as well as on resolving issues identified;
- A summary of the rationale underlying any significant movement of funding proposed in the 2016 MTEF Budget submission;
- An explanation of the alignment of key performance targets with the National Development Plan (NDP) Vision 2030, the 2014-2019 Medium Term Strategic Framework (MTSF), sector plans and other institutional plans, as is applicable;
- Whether the key performance indicators for institutions have been agreed to with the Department of Planning, Monitoring and Evaluation and National Treasury in performance dialogues;
- An explanation of the trade-offs in terms of expenditure and performance as a result of the proposed changes;
- A discussion of the findings from expenditure and performance reviews, local government grant reviews and programme evaluations and other reviews; where applicable; and how they have informed institutional priorities and baseline analyses, and reprioritisation;
- Details of personnel headcounts and other personnel matters affecting costs and productivity;
- A description of the progress on implementing conditional grants in the past financial year (2014/15) with the reasons for any underspending and efficacy of measures taken to address this;
- Details regarding funding as well as capacity dedicated to the administration of conditional grants;
- In respect of all infrastructure programmes which have been underspending in the past, the reasons for underspending and the efficacy of measures taken to address this;
- For state owned companies (SOCs), Departments should submit cost estimates, including high level calculations and assumptions, in respect of any core policy mandates performed by SOCs on their behalf;
- Other relevant information.

2.6 The **database template**, customised for each institution, will be distributed together with these Guidelines. The database includes historical information and provides for information over the 2016 MTEF period for:

- Key performance indicators at the programme and/or subprogramme level;
- Planned expenditure by programme, subprogramme and high level economic classification;
- Revenue estimates;

- Personnel headcount and expenditure by salary level / band at programme level;
 - Transfers for provincial and local government conditional grants, and the horizontal division of the total grant amount between each province;
 - Infrastructure spending;
 - Donor assistance.
- 2.7 Entity database templates will be distributed together with departmental database templates.
- 2.8 Databases submitted by institutions must be in a programme format. The first programme or objective should be Administration. Guidelines on Budget Programmes are available on National Treasury's website². For public entities that are not yet using a budget programme structure, an objective or activity format in line with the entity's core function/mandate may be used, as agreed to with their Executive Authorities and the National Treasury.
- 2.9 Public entities must replace their draft budget information submissions by providing their Board approved annual budgets to the National Treasury by **1 October 2015**.
- 2.10 For each institution there will only be one database template that will be used throughout the 2016 MTEF Budget process. The initial version used for the MTEF decision making will be updated for use in the preparation of the 2016 Estimates of National Expenditure (ENE) publication.
- 2.11 Departments that administer conditional grants to municipalities and provinces as well as indirect grants must specify the funding made available for the management of these grants in the database template. The amount indicated should incorporate all operational costs relating to (but not limited to): the administering of transfers; technical implementation support to municipalities and provinces; monitoring and evaluation; policy analysis related to grants; and adherence to the responsibilities set out in the Division of Revenue Act, 2015.
- 2.12 Further guidance on completing database templates is included in the templates themselves and should be read before completion thereof.

PERFORMANCE DIALOGUES

- 2.13 The Department of Planning, Monitoring and Evaluation leads performance dialogue engagements, in which line departments and the National Treasury are key role players. These engagements take place once preliminary quarterly performance reports are received from departments, and thus typically occur in the middle of each quarter. The Department of Planning, Monitoring and Evaluation will communicate further details in this regard.

² These and other guidelines are available on the National Treasury website at www.treasury.gov.za/publications/guidelines

INFLATION PROJECTIONS

- 2.14 In budgeting for non-personnel expenditure items, the following consumer price index (CPI) inflation planning assumptions can be utilised to inform the provisions that institutions choose to make for general price increases over the 2016 MTEF period:

2016/17 financial year: 6.2 per cent

2017/18 financial year: 5.8 per cent

2018/19 financial year: 5.8 per cent.

Institutions must apply their discretion when using the assumptions. If inflation outcomes are different to the forecasted estimates, institutions will need to absorb any resultant differences within their budget baselines. It is also expected that budgets for non-essential goods and services items, such as travel and accommodation grow below inflation.

BUDGET STRUCTURE CHANGES

- 2.15 For institutions that have reviewed their budget programme structures and activity descriptions; proposed revisions to programme structures should be discussed with the relevant National Treasury budget analyst before a submission requesting approval for this is made. Based on agreement with the National Treasury, formal proposals for budget programme structure changes must be submitted to the National Treasury by **24 June 2015**. Formal approval will form the basis for database submissions on 10 July 2015, and informs the programme baseline analysis during this budget process. Similarly, provincial sector departments must finalise budget programme structures by **30 June** of each year.

PERSONNEL BUDGETS: SUMMARY OF PROJECTION METHODOLOGY

- 2.16 This section summarises the factors that institutions should consider in preparing their institutional personnel budget submission.
- 2.17 Personnel expenditure as at 30 June 2015 should be used as the basis for estimating the compensation budgets for 2016/17.
- 2.18 The 2015 public sector wage agreement for non-senior management employees provides for the following:
- An increase of the housing allowance from R900 to R1200 for public servants below salary level 10
 - The Government Employees Medical Scheme employer contribution increasing by “medical CPI” equivalent to CPI + 3 per cent in each year of the 2016 MTEF period
 - 2015/16 financial year: 7 per cent cost of living adjustment
 - 2016/17 and 2017/18 financial years: CPI + 1 per cent cost of living adjustment
 - A housing allowance increase equivalent to CPI from 2017/18
- 2.19 Institutions are expected to budget for compensation of employees within their existing baselines. The 2016 MTEF indicative baseline does not provide funding for additional posts. Institutions must ensure alignment between compensation of employees budgets and

personnel headcounts. Where MTEF compensation of employee baseline budgets are inadequate to maintain personnel headcounts, institutions must realign and reprioritise their budgets to rectify this. This should be reflected in budget submissions. Over time, institutions are expected to ensure that their compensation of employees budgets are sustainable.

- 2.20 The total compensation of employees' budget must be calculated by summing all payment item components using the steps provided in the *Guidelines on Costing and Budgeting for Compensation of Employees*³.

3 SPECIFIC REQUIREMENTS FOR 2016 MTEF BUDGET PROCESS - EXPENDITURE CONTROL FRAMEWORK

REALIGNMENT OF 2016/17 BASELINES

- 3.1 Expenditure estimates must be kept within the 2016/17 institutional baseline as indicated in the database template. The baseline is aligned to the 2015 Budget tabled.
- 3.2 Personnel estimates must be kept within the 2016/17 institutional compensation of employees ceiling established.
- 3.3 Within these expenditure control limits, baseline realignments must be proposed where resources can be better aligned to policy objectives and to cover cost pressures. The cost containment measures issued by the Office of the Accountant-General⁴ should be utilised for this, with a specific focus on the cost containment items targeted. In addition departments should reduce their budgets for travel and accommodation, as well as for mobile and fixed line communication, by at least 5 per cent. Institutions will be assisted by National Treasury budget analysts to conduct this exercise.
- 3.4 Realignments proposed should be recorded in the columns provided in the database template.

REPRIORITISATION WITHIN THE 2017/18 AND 2018/19 BASELINES

- 3.5 The planning budget baseline for 2018/19 for institutions has been determined. Once-off allocations have been removed from existing budget baselines and then the 2017/18 baseline has been grown generally in line with inflationary projections. The final 2018/19 baseline will be determined as the outcome of the 2016 MTEF Budget decision making process.
- 3.6 Expenditure estimates for 2017/18 and for 2018/19 must be kept within the 2017/18 baseline and the 2018/19 planning baseline, respectively, distributed with the database template.
- 3.7 The personnel cost estimates established in the compensation of employees ceilings within institutional baselines for both these years, may not be breached.

³ These and other guidelines are available on the National Treasury website at www.treasury.gov.za/publications/guidelines

⁴ These and other guidelines are available on the National Treasury website at www.treasury.gov.za/legislation/pfma/TreasuryInstruction

3.8 Institutions should identify resources to be reprioritised amounting to at least 3 per cent of their baseline in 2017/18, and at least 5 per cent of their planning baseline in 2018/19. Amounts identified for reprioritisation within budget baselines will be allocated to the same institutions that identified them.

- Institutions should use the funding identified for new policy priorities aligned to the MTSF and the NDP, sector and other institutional plans; strengthening existing programmes; and to accommodate spending pressures. Expenditure allocations should be effective in realising government's policy objectives.
- Cost reduction initiatives should be continued. Greater value for money in realising performance targets should be sought by shifting funding from non-essential items to priority items. Departments should seek to use centrally negotiated transversal contracts, to benefit from cost savings attained through economies of scale. In addition, Departments of Education should note the provisions of Treasury Instruction 2 of 2015⁴ regarding cost containment in building new schools and the extension of existing schools. Cost reductions of at least 3 per cent should be effected on learner and teacher support materials, by using centrally negotiated transversal contracts to procure text books, workbooks, stationary, class room aids as well as school furniture. Departments of Health should contain costs of medical waste disposal, medical equipment, and linen, in line with the directives⁴ issued by the Chief Procurement Office.
- Programmes and projects that are no longer priorities should be scaled down or phased out over time.
- Institutions which have participated in expenditure and performance reviews, local government grant reviews and programme evaluation processes must use these findings, and other reviews and evaluations to improve their programme budgeting and performance.
- Funding should not be reprioritised from on-going infrastructure projects. Reprioritisation of infrastructure projects should be done within the scope of the institution's infrastructure plan, and target projects still in their planning phase. Cognisance must be taken of the maintenance requirements regarding all capital infrastructure.
- Resource allocation proposals that involve a change to the division of revenue, must be discussed in Function 10x10, Budget Council and Budget Forum meetings prior to Cabinet approval. This applies to changes proposed to conditional grants, including the creation of indirect grants and / or the shifting of resources between direct and indirect grants.
- National Treasury budget analysts as well as other institutions within the same technical group will assist institutions in conducting their reprioritisation exercise.
- Reprioritisations proposed should be recorded in the columns provided in the database template.

AUGMENTATION WINDOW FOR ALLOCATIONS BEGINNING IN 2017/18

- 3.9 An amount of R45 billion was set aside in the 2015 Budget as a reserve to be allocated at a later stage. This amount provides for: unforeseeable and unavoidable occurrences that may take place in the 2017/18 financial year, as well as for policy priorities in that financial year. The quantum of funding remaining in the reserve also depends on funding decisions taken in respect of the 2015 public sector wage agreement. The fiscal framework for the 2018/19 financial year will be developed through the course of the 2016 MTEF Budget process, and will also need to provide for the same costs.
- 3.10 For the portion of the unallocated reserves that may remain available for allocation in the 2017/18 and 2018/19 financial years, proposals are invited.
- 3.11 Departments must demonstrate that the reprioritisation exercise, as set out in the section above, was conducted in order to identify funding to be used for these projects proposed.
- 3.12 All proposals put forward must be aligned to the MTSF and be identified in terms of one of the following three categories:
- a) New project
 - b) Urgent cost pressure
 - c) Expansion of existing project
- 3.13 Each proposal must be **registered** in a sheet provided in the database template.
- 3.14 A written proposal document not exceeding five pages should be submitted by national departments by **22 July 2015**. The proposal document must include:
- The project name and a short description of the project;
 - Identification of the type of project as indicated in 3.12 above;
 - The MTSF outcome that the project seeks to achieve;
 - The key outputs of the project;
 - The ballpark cost estimate by main economic classification, that is: current payments (shown by compensation of employees and goods and services); transfers and subsidies and payments for capital assets;
 - The institution/s responsible for implementing the project and its/their capacity to do so;
 - Policy and funding options considered when drawing up the proposal; and
 - Why the proposal cannot be funded through the reprioritisation of resources within the current baseline/s.
- 3.15 A template will be distributed to institutions by June 2015, to be completed and returned with the written proposal document by **22 July 2015**. It will make provision for more details on the criteria by which proposals will be assessed, including that:
- Proposals should exceed R50 million per year;

- Proposals must demonstrate delivery of a key public service and be innovative in the quest to achieve value for money;
- An options analysis has been undertaken demonstrating the feasibility of the project;
- The size of the proposal relative to the current departmental baseline should be appropriate; and
- The composition of expenditure proposed in terms of economic classification should seek to minimise the portion of the costing attributed to current payments.

3.16 All funding proposals relating to **infrastructure and capital acquisitions** are to be clearly identified as such, within the subcategories set out in paragraph 3.12 above. All infrastructure proposals for on-going and / or new capital projects should be closely linked to other government planning processes. Proposals for new capital projects may include funding proposals for the planning phase of the project and must be submitted in line with the Capital Planning Guidelines, to be issued by June 2015. The template distributed to institutions by June 2015 to be returned with the written proposal document by **22 July 2015**, will also, amongst others, outline that the following be specified for infrastructure proposals:

- The type of capital project;
- Identification of the relevant Strategic Infrastructure Projects (SIPs) as well as projects linked to the completion of SIPs;
- The project stage and estimated construction duration;
- The needs analysis, and feasibility assessment if completed, highlighting the extent and urgency of the need and providing the scope for the project and specifying its outputs;
- An outline of the economic and social benefits;
- The institutional capacity to deliver the project on time and on budget should be demonstrated;
- The total project life cycle cost estimates, includes all costs associated with the full life cycle of an infrastructure asset. If the proposal arises due to cost overruns or an increase in the scope of the project, a clear explanation and motivation is necessary;
- Details of advanced planning and readiness to implement the project, including demonstrating that site enablement and due diligence issues have been addressed.

3.17 At later stages in the budget decision-making process, additional information will be requested from institutions in respect of the selected proposals to be recommended for funding from the augmentation window. The Medium Term Expenditure Committee will present these proposals to the Ministers' Committee on the Budget, in preparation for final recommendation to Cabinet for approval.

4 THE 2016 MTEF BUDGET PROCESS: CRITICAL DATES

NATIONAL BUDGET PROCESS

ITEM	DATE
MTEF technical guidelines and databases issued to institutions	10 June 2015
Information sessions with institutions on MTEF technical guidelines and databases	June 2015
Augmentation window template issued to institutions	June 2015
Departments submit proposals for budget programme structure revision to National Treasury	24 June 2015
Budget submission from institutions	10 July 2015
Augmentation window proposals submitted	22 July 2015
ENE technical guidelines distributed to institutions	11 August 2015
Public entities submit board approved annual budget to National Treasury	1 October 2015
MTEC process concludes: Recommendations tabled to MINCOMBUD	September 2015
Tabling of Medium Term Budget Policy Statement	28 October 2015
Preliminary allocation letters issued to institutions	30 October 2015
Ministerial comments on preliminary allocation letters	10 November 2015
Submission of first draft ENE databases and chapter	13 November 2015
Cabinet approved final allocations distributed to institutions	20 November 2015
Submission of approved ENE chapter (second draft)	4 December 2015
Budget tabled in Parliament	24 February 2016

Critical dates for the provincial budget process are provided in the table below. Provincial departments and public entities follow the specific requirements of their own treasuries and provincial budget processes. These guidelines should thus be read together with the *Provincial Budget Process Schedule and Guide for Provincial Budget Format*⁵. Provincial treasuries must receive revised baseline estimates from provincial departments and public entities by **24 July 2015**, in order for consolidated provincial estimates to be prepared by **14 August 2015**.

PROVINCIAL BUDGET PROCESS

ITEM	DATE
Technical Committee on Finance Lekgotla	29 - 31 July 2015
Budget Council meeting	End August 2015
Provincial treasuries submit first draft 2016 Budgets to National Treasury: Estimates of Provincial Revenue and Expenditure and database	14 August 2015
Technical Committee on Finance meeting	15 September 2015
Budget Council and Budget Forum meeting	29 September 2015
Preliminary conditional grant frameworks and allocations submitted to National Treasury	2 October 2015
Tabling of Medium Term Budget Policy Statement	28 October 2015
Preliminary allocation letters issued to provinces – equitable share and conditional grant allocations	30 October 2015
Provincial treasuries submit 2nd draft 2016 Budgets to National Treasury: Estimates of Provincial Revenue and Expenditure and database	20 November 2015
Technical Committee on Finance meeting	23 November 2015

⁵ These and other guidelines are available on the National Treasury website at www.treasury.gov.za/publications/guidelines

ITEM	DATE
Provincial benchmark exercise for 2016 Budget (1st round)	01 - 11 December 2015
KwaZulu-Natal	01 December 2015
Western Cape	02 December 2015
Limpopo	03 December 2015
Northern Cape	04 December 2015
Mpumalanga	07 December 2015
Free State	08 December 2015
North West	09 December 2015
Gauteng	10 December 2015
Eastern Cape	11 December 2015
Final conditional grant frameworks and allocations submitted to National Treasury	4 December 2015
Second allocation letter to provinces	11 December 2015
Provincial benchmark exercise for 2015 Budget (2nd round)	18 - 22 January 2016
Technical Committee on Finance meeting	End January 2016
Final allocation letters issued to provinces	End Jan / Early Feb 2016
Budget Council meeting	End Jan / Early Feb 2016
Provincial 2016 Budgets tabled at provincial legislatures	End Feb / Early March 2016

ANNEXURE 1: MTEC SUB-STRUCTURES: SCOPE AND COMPOSITION

STRUCTURE	DESCRIPTION	MANDATE
BUDGET BILATERAL	<p><i>SCOPE:</i> National departments / individual budget votes</p> <p><i>CONVENOR:</i> Technical Group Convenor</p> <p><i>COMPOSITION:</i> National Treasury budget analysts, programme and financial officials of institutions</p>	<ul style="list-style-type: none"> Analyse budget by line item to ensure that institutional work is appropriately financed Examine programme budgets falling within each vote by line item Analyse spending trends, identifying areas of waste and inefficiency, key cost drivers and the financial and non-financial performance record of programmes
TECHNICAL /FUNCTION GROUP	<p><i>SCOPE:</i> Cluster of institutions aligned with an MTSF outcome. Technical groups on inputs, including compensation of employees; capital spending and maintenance; research, development and innovation; and procurement</p> <p><i>CONVENOR:</i> Technical / Function group Convenor</p> <p><i>COMPOSITION:</i> Relevant programme and finance officials from line departments, public entities and provincial representatives as appropriate and National Treasury budget analysts</p>	<ul style="list-style-type: none"> Review of budget submissions made by departments and other institutions Consider the reprioritisation of resources within the group Generate draft MTEC recommendations Technical groups on inputs examine and form recommendations on critical elements of economic classification, including compensation of employees; capital spending and maintenance; research, development and innovation; and procurement
DG FORUM	<p><i>SCOPE:</i> Director General forum</p> <p><i>CONVENOR:</i> National Treasury (Budget Office)</p> <p><i>COMPOSITION:</i> Executive officials (DG and DDG) from relevant institutions</p>	<ul style="list-style-type: none"> Consider draft reports of Technical / Function group Leader Assess the broad alignment of resources to support government's policy objectives (MTSF, NDP) Identify key reforms to delivery models, institutional arrangements or policy frameworks that can generate better value for money in the achieving government's policy objectives Deliberate on the trade-offs and challenges that cut across the Function group
FUNCTION 10x10	<p><i>SCOPE:</i> Health, Basic Education, Human Settlements and Municipal Infrastructure and Agriculture, Rural Development and Land Reform Function groups</p> <p><i>CONVENOR:</i> National Treasury (DG) and National Department in the sector (DG)</p> <p><i>COMPOSITION:</i></p> <ul style="list-style-type: none"> Heads of lead department of the nine provincial and one national department relevant to the sector Heads of department of the nine provincial treasuries and the National Treasury Senior officials of other national or provincial departments, where appropriate Representatives of local government, where appropriate 	<ul style="list-style-type: none"> Consider draft reports of the Technical / Function group Assess the broad alignment of intergovernmental fiscal resources to support government's policy objectives (MTSF, NDP) Identify key reforms to delivery models, institutional arrangements or policy frameworks that can generate better value for money in the achieving government's policy objectives Deliberate on the trade-offs and challenges that cut across the Function group

ANNEXURE 2: FUNCTION AND TECHNICAL GROUPS

FUNCTION GROUP	MTSF OUTCOME	NDP	TECHNICAL GROUP	NATIONAL DEPARTMENTS	PROVINCIAL DEPARTMENTS	KEY PUBLIC ENTITIES
1. BASIC EDUCATION	[1] Quality basic education [5] A skilled and capable workforce to support an inclusive growth path [14] Nation building and social cohesion	Chapter 9 Chapter 15	1: Basic education 2: Arts, Sports, Recreation and culture	Basic Education Arts and Culture Sport and Recreation	Education Arts and Culture Sport and Recreation	SACE, uMalusi, ELRC, FPT, NAC, PanSALB, SAHRA, NHC, Heritage Institutions, Arts, Libraries, Boxing SA, SAIDS
2. POST SCHOOL EDUCATION AND TRAINING	[5] A skilled and capable workforce to support an inclusive growth path	Chapters 3 and 9	3: Post school education and training	Higher Education and Training		SETAs, NSFAS, QTCO, SAQA, CHE, NSF
3. HEALTH	[2] A long and healthy life for all South Africans	Chapter 10	4: Health	Health	Health	CMS, NHLS, MRC
4. SOCIAL PROTECTION	[13] An inclusive and responsive social protection system	Chapter 11	5: Social development and welfare services	Social Development	Social Development	SASSA, NDA
5. DEFENCE, PUBLIC ORDER AND SAFETY	[3] All people in South Africa are and feel safe	Chapters 12 and 14	6: Defence and state security 7: Police services 8: Law courts and prisons	Defence Military Veterans National Treasury P10 (<i>Financial Intelligence and State Security</i>) Police Independent Police Investigative Directorate Civilian Secretariat for Police Justice and Constitutional Development Correctional Services Office of the Chief Justice		ARMSCOR, CCB, FIC PSIRA Legal Aid SA, SIU, OPP, SAHRC

FUNCTION GROUP	MTSF OUTCOME	NDP	TECHNICAL GROUP	NATIONAL DEPARTMENTS	PROVINCIAL DEPARTMENTS	KEY PUBLIC ENTITIES	
6. ECONOMIC AFFAIRS	[4] Decent employment through inclusive economic growth		9: Industrial development and trade <i>Chapters 3,5, and 7</i>	Economic Development Mineral Resources Trade and Industry Tourism Small Business Public Works P4 (Property and Construction Industry Policy Regulation)	Economic Development	SANAS, Mintek, CompTrib, IDC, SATOUR, NEF, SEDA, SABS, NCR, NLB, NAMC, CIDB, PMTE, CTFL, CGS, CBE, EAAB, ECIC, ITAC, NCC, SADB, SDT, CompCom, SEFA, MHSC, SADPMR, CIPC, ECIC, NCT, NGB, NLBDTF, NEMISA, NRCS	
	[5] A skilled and capable workforce to support inclusive growth path			10: Employment, labour affairs and social security funds	Labour Public Works P3 (Expanded Public Works) National Treasury P7 (Pensions, Contributions and Benefits) All EPWP programmes in other national departments	EPWP programmes	CCMA, NEDLAC, PSA, Jobs Fund UIF, RAF, Compensation Fund
	[10] Protect and enhance our environmental assets and natural resources	Chapter 11					
	[13] An inclusive and responsive social protection system		11: Science, technology, innovation and the environment	Science and Technology Environmental Affairs	Environmental Affairs Nature Conservation Tourism	ASSAF, CSIR, HSRC, NRF, SANS, TIA, SANBI, SANParks, Isimangaliso, WeathersA	
	[6] An efficient, competitive and responsive economic infrastructure network	Chapter 4	12: Economic infrastructure and network regulation	Energy (except P4) Transport (except P7) Telecommunications and Postal Services Water and Sanitation (except P3 sub programme Water Service Infrastructure and P4)	Provincial roads and other economic infrastructure	SANRAL, Ports Regulator, Sentech, USSASA, SAPO, USAF, CEF, NEMISA, ACSA, ATNS, BOCMA, CBRTA, CAA, DLCA, SANEDI, TCTA, NNR, NRWDI, RTIA, RTMC, , SAMSA, SITA, Water Boards,	

FUNCTION GROUP	MTSF OUTCOME	NDP	TECHNICAL GROUP	NATIONAL DEPARTMENTS	PROVINCIAL DEPARTMENTS	KEY PUBLIC ENTITIES
7. HUMAN SETTLEMENTS AND MUNICIPAL INFRASTRUCTURE	[8] Sustainable human settlements and improved quality of household life	Chapter 8	Human settlements Water and Sanitation (P3 sub programme Water Services Infrastructure and P4 Water and Sanitation Services) Transport P7 (Public Transport)	Human Settlements Water and Sanitation (P3 sub programme Water Services Infrastructure and P4 Water and Sanitation Services) Transport P7 (Public Transport)	Human Settlements Housing Roads and Transport Public Transport	PRASA, RSR, IDT, EDI Holdings, HDA, NURCHA, NHFC, NHBRC, SHRA, RHLF, MISA
	[9] Responsive, accountable, effective and efficient developmental local government [12] An efficient, effective and development oriented public service	Chapter 13	13: Human settlements and municipal infrastructure	Energy P4 (Electrification and Energy) Cooperative Governance (Local and Provincial Condition Grants) All other departments (relevant conditional grants to local and provincial government, direct and indirect)		
8. AGRICULTURE, RURAL DEVELOPMENT AND LAND REFORM	[7] Comprehensive rural development and land reform	Chapter 3 and 6	14: Agriculture, rural development and land reform	Agriculture, Forestry and Fisheries Rural Development and Land Reform		ALHA, ARC Ingonyama, NAMC, Ncera, OBP, PPECB, Deeds, MLRF
			15: Executive and legislative organs	The Presidency Communications Women Parliament Planning, Monitoring and Evaluation	Office of the Premier Provincial Legislature Royal Household	MDDA, Brand SA, ICASA, FPB CGE, SABC, NYDA
9. GENERAL PUBLIC SERVICES	[12] An efficient, effective and development oriented public service	Chapter 13	16: General public administration and fiscal affairs	National Treasury (All except P6, P7 and P10) Public Enterprises Statistics South Africa Cooperative Governance and Traditional Affairs (excluding transfers to local and provincial government) Public Service and Administration Public Works (P1, P2, P5)	Finance Public Works	NSG, PSC, FSB, GPAA, PIC, FFC, ASB, CBDA, IRBA, SARS, DBSA, PFA, FAIS, SALGA, CRL, MDB, SASRIA, LandBank, CPSI, GTAC
			17: Home affairs	Home Affairs		EC, GPW
	[11] Create a better South Africa, a better Africa and a better world	Chapter 7	18: External Affairs and foreign aid	International Relations and Cooperation National Treasury P6 (International Financial Relations)		AfricREN

Abbreviation	Name of Entity
ELRC	Education and Labour Relations Council
SACE	South African Council for Educators
uMalusi	Council for Quality Assurance in General and Further Education and Training
BoxingSA	Boxing South Africa
Cultural	Cultural Institutions
FPT	Freedom Park Trust
NAC	National Arts Council of South Africa
NFVF	National Film and Video Foundation
NHC	National Heritage Council
Arts	Performing Arts Institutions
SAHRA	South African Heritage Resources Agency
SAIDS	South African Institute for Drug-Free Sport
PanSALB	Pan South African Language Board
CHE	Council on Higher Education
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
QTCO	Quality Council for Trades and Occupation
SAQA	South African Qualifications Authority
SETAs	Sector Education and Training Authorities Consolidation
CMS	Council for Medical Schemes
NHLS	National Health Laboratory Service
MRC	Medical Research Council
NDA	National Development Agency
SASSA	South African Social Security Agency
ARMSCOR	Armaments Corporation of South Africa
CCB	Castle Control Board
FIC	Financial Intelligence Centre
PSiRA	Private Security Industry Regulatory Authority
Legal Aid SA	Legal Aid South Africa
SIU	Special Investigation Unit
OPP	The Public Protector of South Africa
SAHRC	The South African Human Rights Commission
CIPC	Companies and Intellectual Property Commission
CTFL	Companies Tribunal
CompCom	Competition Commission
CompTrib	Competition Tribunal
CIDB	Construction Industry Development Board
CGS	Council for Geoscience
Mintek	Council for Mineral Technology
CBE	Council for the Built Environment
EAAB	Estate Agency Affairs Board
ECIC	Export Credit Insurance Corporation of South Africa Limited
IDC	Industrial Development Corporation of South Africa Limited
ITAC	International Trade Administration Commission of South Africa
Isimangaliso	iSimangaliso Wetland Park Authority
MHSC	Mine Health and Safety Council
NCC	National Consumer Commission
NCT	National Consumer Tribunal
NCR	National Credit Regulator

Abbreviation	Name of Entity
NEF	National Empowerment Fund
NGB	National Gambling Board of South Africa
NLB	National Lotteries Board
NMISA	National Metrology Institute of South Africa
NRCS	National Regulator for Compulsory Specifications
PMTE	Property Management Trading Entity
SABS	South African Bureau of Standards
SANAS	South African National Accreditation System
SANBI	South African National Biodiversity Institute
SANParks	South African National Parks
SATOUR	South African Tourism
WeatherSA	South African Weather Service
SEDA	Small Enterprise Development Agency
SADB	South African Diamond Board
SDT	State Diamond Trader
SEFA	Small Enterprise Finance Agency
SADPMR	South African Diamond and Precious Metals Regulator
CIPC	Companies and Intellectual Property Commission
NLBDF	National Lotteries Board Distribution Trust Fund
CCMA	Commission for Conciliation, Mediation, and Arbitration
CCOD	Compensation Commissioner for Occupational Diseases in Mines and Works
CompFund	Compensation Fund, including Reserve Fund
NEDLAC	National Economic, Development, and Labour Council
PSA	Productivity South Africa
RAF	Road Accident Fund
UIF	Unemployment Insurance Fund
ASSAF	Academy of Science of South Africa
AISA	Africa Institute of South Africa
CSIR	Council for Scientific and Industrial Research
HSRC	Human Sciences Research Council
NRF	National Research Foundation
SANSA	South African National Space Agency
TIA	Technology Innovation Agency
ATNS	Air Traffic and Navigation Services Company
ACSA	Airports Company of South Africa
BOCMA	Breede-Overberg Catchment Management Agency
CEF	Central Energy Fund
CBRTA	Cross-Border Road Transport Agency
DLCA	Driving Licenses Card Account
ICMA	Inkomati Catchment Management Agency
NEMISA	National Electronic Media Institute of South Africa
NERSA	National Energy Regulator South Africa
NNR	National Nuclear Regulator
NRWDI	National Radioactive Waste Disposal Institution
IPR	Ports Regulator of South Africa
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
CAA	South African Civil Aviation Authority
SAMSA	South African Maritime Safety Authority

Abbreviation	Name of Entity
SANRAL	South African National Roads Agency Limited
NECSA	South African Nuclear Energy Corporation
SAPO	South African Post Office Limited
SENTECH	Sentech Limited
SANEDI	South African National Energy Development Institute
ICASA	The Independent Communications Authority of South Africa
TCTA	Trans-Caledon Tunnel Authority
USAASA	Universal Service and Access Agency of South Africa
USAF	Universal Service and Access Fund
WRC	Water Research Commission
WTE	Water Trading Entity
EDIH	Electricity Distribution Industry Holdings
HDA	Housing Development Agency
IDT	Independent Development Trust
NHBRC	National Home Builders Registration Council
NHFC	National Housing Finance Corporation Limited
NURCHA	National Urban Reconstruction and Housing Agency
PRASA	Passenger Rail Agency of South Africa
RSR	Railway Safety Regulator
RHLF	Rural Housing Loan Fund
MISA	Municipal Infrastructure Support Agency
MLRF	Marine Living Resources Fund
SHRA	Social Housing Regulatory Authority
ALHA	Agricultural Land Holding Account
ARC	Agricultural Research Council
Ingonyama	Ingonyama Trust Boards
NAMC	National Agricultural Marketing Council
Ncera	Ncera Farms
OBP	Onderstepoort Biological Products
PPECB	Perishable Products Export Control Board
Deeds	Registration of Deeds Trading Account
Brand SA	Brand South Africa
MDDA	Media Development and Diversity Agency
NYDA	National Youth Development Agency
SABC	South African Broadcasting Corporation Limited
CGE	The Commission on Gender Equality
ASB	Accounting Standards Board
DBSA	Development Bank of Southern Africa
FSB	Financial Services Board
GPAA	Government Pension Administration Agency
IRBA	Independent Regulatory Board for Auditors
LandBank	Land and Agricultural Development Bank of South Africa
GTAC	Government Technical Advisory Centre
CPSI	Centre for Public Service Innovation
NSG	National School of Government
PFA	The Pension Funds Adjudicator
PIC	Public Investment Corporation
SALGA	South African Local Government Association
SARS	South African Revenue Service

Abbreviation	Name of Entity
SASIRIA	South African Special Risk Insurance Association
SITA	State Information Technology Agency
CBDA	The Cooperative Banks Development Agency
CRL	The Commission for the Promotion and Protection of the Cultural, Religious, and Linguistic Rights of Communities
FFC	The Financial and Fiscal Commission
MDB	The Municipal Demarcation Board
FAIS	The Office of the Ombud for Financial Service Providers
FPB	Film and Publication Board
GPW	Government Printing Works
EC	Electoral Commission
AfricREN	African Renaissance and International Cooperation Fund