



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

MTEF TECHNICAL GUIDELINES

FOR THE PREPARATION OF EXPENDITURE ESTIMATES FOR THE
2017 MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

National Treasury

June 2016

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1 INTRODUCTION

- 1.1 As stated by Minister Pravin Gordhan in his February 2016 Budget speech *“We can turn today’s adversity into opportunities. We can address the weaknesses that create policy uncertainty; we can build on the strengths that are our resource base, our institutions and our workforce. We can do things differently where we need to innovate”*. Service delivery improvement can be effected by government institutions through budgets that focus on expenditure control in the pursuit of government’s key priorities.
- 1.2 In accordance with section 27(3) of the Public Finance Management Act (1999), these Medium Term Expenditure Framework (MTEF) technical guidelines provide institutions¹ with the requirements for the preparation of their expenditure plans for the three-year period ahead.

2 2017 BUDGET CONTEXT

- 2.1 The aim of this technical guideline is to ensure that the documentation submitted and the work undertaken in the 2017 MTEF Budget process provides information on the main strategic proposals that the budget decision-making structures require in order to make recommendations to Cabinet. The key technical and political decision-making structures are outlined in Annexure 1 and include the Medium Term Expenditure Committee and the Ministers’ Committee on the Budget.
- 2.2 The 2017 Budget is being prepared within tight fiscal constraints, with **NO** additional resources available for allocation. Therefore, institutional priorities must be funded within current aggregate expenditure ceilings.
- 2.3 A Budget Mandate paper is currently being drafted and will set out government’s primary budget priorities. Once this Mandate paper is adopted by Cabinet, it will guide the decisions of the technical and political structures on the reallocation of resources within and across functions.
- 2.4 Compensation budget limits remain in place. Departments need to demonstrate in their Human Resource Budget Plan how they are managing their personnel establishment accordingly.
- 2.5 Institutions must continue to seek cost containment and improved efficiency by undertaking appropriate activities that result in savings. These activities include implementing the initiatives emanating from the Chief Procurement Office, and must be clearly demonstrated in the budget submissions.
- 2.6 In preparation for the eventuality of resources being required by the fiscus in response to either a deterioration in fiscal circumstances, or to fund the priorities of the Mandate paper, departments need to submit two alternative scenario plans. The first scenario must demonstrate how the department would absorb a 1 per cent aggregate baseline reduction, and the second scenario, how it would absorb a 2 per cent aggregate baseline reduction.

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

3 KEY GUIDELINE CHANGES

3.1 Document submission requirements focus on the information needed to undertake key strategic discussions and make accompanying budget allocation recommendations.

3.2 Key guideline changes in line with this include:

- Strategic executive management proposals on high level changes

Replacing: Proposals which are simply the result of the summation of lower level detailed plans, tenuously linked to executive strategies

- Only main change proposals to be submitted in a MTEC baseline adjustment workbook

Replacing: an extensive MTEC database submission comprised of lower level budget proposals

- Only proposals for policy amendments that can be accommodated within the current institutional baselines to be submitted
- Alternative scenarios of reduced expenditure baseline proposals required for departments

4 DOCUMENTATION SUBMISSION REQUIREMENTS

4.1 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.

4.2 Departments and relevant entities should work collaboratively with each other to prepare their draft 2017 MTEF expenditure estimates submission, taking the requirements of the guidelines into consideration. Institutions are thereafter expected to do further collective work with National Treasury budget analysts and the coordinating central government institutions, in order to finalise their submissions in respect of technical / function groups. Institutional key performance indicators must be agreed to with the Department of Planning, Monitoring and Evaluation and the National Treasury.

4.3 Institutions must submit the following documentation to the National Treasury by **15 July 2016**:

- an endorsement letter signed by the Accounting Officer or Accounting Authority,
- an explanatory narrative,
- a MTEC baseline adjustment workbook in the format provided by the relevant Treasury,
 - in the case of Entities, the MTEC baseline adjustment workbook is contained within the 2017 MTEF database. An extensive 2017 MTEF database must be completed by entities,
- a departmental Human Resource Budget Plan in the format provided by the relevant Treasury,

- any information requirements specifically set out in the 2016 Budget allocation letters,
- a copy of the 2016/17 procurement plan for the institution as submitted to the relevant Treasury as per *SCM Instruction 2 of 2016/17: Procurement plans – Submission and Reporting*²,
- a copy of the user asset management plan or a custodial asset management plan as per the requirements of the Government-wide Immovable Asset Management Act (2007), and
- any other specific information requirements made by the relevant Treasury.

5 DOCUMENTATION CONTENT REQUIREMENTS

5.1 Endorsement letter

- The endorsement letter signed by the Accounting Officer or Accounting Authority must highlight important information taken into account when preparing the submission and confirm that the MTEC baseline adjustment workbook has been completed in line with this. This letter essentially confirms that the submission is the expression of the institutional strategic direction resulting from the budget deliberation of its executive management, coordinated and ultimately submitted by the Chief Financial Officer. Importantly, with the exception of constitutional institutions, 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 2017 MTEF Budget process.

5.2 Explanatory narrative

- The explanatory narrative should include information in respect of the following, as is relevant:
 - A summary of the rationale underlying any proposed significant movement of funding, as shown in the MTEC baseline adjustment workbook, that is in terms of:
 - Input cost pressures,
 - Higher priority,
 - Legal requirement, and
 - Cost containment and efficiency;
 - Indicate how these proposals reflect findings from expenditure and performance reviews, local government grant reviews and programme evaluations and other reviews; as well as reviews from Parliamentary Committees;
 - Summarise how the proposed expenditure changes impact:
 - personnel,

² This CPO Circular / Instruction is available on the National Treasury website at http://ocpo.treasury.gov.za/Buyers_Area/Legislation/Pages/default.aspx.

- performance,
- infrastructure programmes, and
- provinces and municipalities;
- Summarise the content of the Human Resource Budget Plan indicating how the department will manage its workforce within the allocated compensation budget limit; and
- For state owned companies (SOCs), departments should submit cost estimates in respect of any core policy mandates performed by SOCs on their behalf, including high level calculations and assumptions.

5.3 MTEC baseline adjustment workbook

- **NO** additional resources are available for allocation in the 2017 MTEF, this budget cycle will focus on expenditure control within budget limits.
- In order to realise policy priorities, resources thus need to be allocated within the current expenditure ceiling.
- For estimation purposes, the 2019/20 baseline has been calculated by growing the 2018/19 baseline by 5.6 per cent. Once-off allocations will be excluded from the 2019/20 baseline.
- Departments will not be required to submit an extensive 2017 MTEF database, rather a MTEC baseline adjustment workbook submission is required by **15 July 2016**, where departments will provide information only on the main changes that they are proposing on their budget.
- The MTEC baseline adjustment workbook contains one Main adjustment proposal worksheet and several supporting worksheets. In addition, departments must complete two alternative scenario worksheets showing the impact of reduced aggregate expenditure levels.
 - **Main adjustment proposal worksheet:**
 - Key changes proposed to the institutional baseline must be shown on this sheet, which will be the basis of budget deliberation and decision-making,
 - Changes must be indicated at the strategic level, by sub-programme and by economic classification,
 - Changes proposed must **NOT** increase the aggregate expenditure level, that was tabled in the 2016 Budget,
 - As part of a single expenditure proposal increases must thus be off-set by expenditure decreases in other items,
 - Each change proposal must clearly indicate:
 - The motivation for the change,
 - The associated performance impact and its quantification, if any,
 - Each proposal component must clearly indicate:

- The type of change (input cost/spending pressure, higher priority, legal requirement, cost containment/efficiency), as well as a brief description,
 - The impact on personnel numbers and personnel profile, and
 - The impact on infrastructure projects by type of infrastructure, if any.
- **Support worksheet – Cost containment and efficiencies:**
- Main aggregate cost savings areas realised should be reflected in the Main adjustment proposal worksheet.
 - Details of cost saving items implemented should be reflected in this support worksheet. These include, amongst others, cost reductions in respect of the following Chief Procurement Office initiatives instituted:
 - *National Treasury Instruction No.1 of 2015/2016: Advertisement of bids and publication of awards on the eTenders publication portal³* – Tender advertising cost elimination,
 - *National Treasury Instruction 02 of 2015/2016: Cost control measures for the construction of new primary and secondary schools and the provision of additional buildings at existing schools³,*
 - *National Treasury Circular No. 3 of 2016: Utilisation of Transversal term contracts³,*
 - *National Treasury SCM Instruction Note 3 of 2015/2016³: Preventing and combating abuse in the supply chain management system – Amongst others, institutions must not advertise bids where there is no budget provision and cancelled tenders may result in expenditure reductions,*
 - *National Treasury Circular No. 4 of 2016/2017: National travel and accommodation rates for Government read in conjunction with National Treasury Circular No. 1 of 2016/2017: National travel and accommodation project implementation³, and*
 - *National Treasury SCM Circular No 6 of 2016/2017: Fixed line and PBX cost containment project³.*
- **Support worksheet – Statement of cost pressures:**
- Main input cost pressures must be accommodated as proposed budget adjustments, and reflected in the Main adjustment proposal worksheet.
 - Details of the budget implications of changes in the economic and fiscal environment should be shown. Estimate the cost of inflation or foreign exchange rate fluctuations or other fluctuations, if they have affected the cost of CURRENT priority programme implementation – show these by sub-programme and main economic classification item.

³ This CPO Circular / Instruction is available on the National Treasury website at http://ocpo.treasury.gov.za/Buyers_Area/Legislation/Pages/default.aspx.

▪ **Support worksheet – Personnel information:**

- Personnel budget information was not fully detailed at the programme level in the 2016 ENE. Departments were asked to finalise their MTEF plans within the compensation budget limit and consequently to plan their establishment numbers by programme and salary level. Thus the finalised personnel information provided in the 2016 ENE now needs to be updated for the 2017/18 and the 2018/19 financial years.
- New estimates must be generated for the 2019/20 financial year – the 2019/20 compensation budget limit may not exceed a 7.6 per cent increase on the 2018/19 compensation budget limit.
- The standing guidelines for the *Costing and Budgeting for Compensation of Employees: For the Preparation of Expenditure Estimates for the 2017 Medium Term Expenditure Framework (MTEF)*⁴ must be used when finalising the compensation budget.

▪ **Support worksheet – Conditional and indirect grants:**

- Details per conditional grant regarding funding as well as the capacity dedicated to its administration must be provided.
- Such details must also be provided in respect of all indirect grants.
- National departments must specify the funding made available for the management of these grants and should incorporate all operational costs relating to (but not limited to):
 - the administering of transfers,
 - technical implementation support provided to provinces and municipalities,
 - monitoring and evaluation,
 - policy analysis related to grants, and
 - adherence to the responsibilities set out in the Division of Revenue Act, 2016.

▪ **Alternative scenario main adjustment proposal worksheet 1:**

- Departments must show key changes required by sub-programme and economic classification, in order to support a **1 per cent** general baseline decrease for each of the years of the 2017 MTEF period.
- Departments may choose to automatically carry-over adjustment proposal information from the main adjustment proposal worksheet, and make additional/amended proposals.
- Changes proposed must reduce the aggregate expenditure level that was tabled in the 2016 Budget by a minimum of **1 per cent**.

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

- **Alternative scenario main adjustment proposal worksheet 2:**

- Departments must show key changes required by sub-programme and economic classification, in order to support a **2 per cent** general baseline decrease for each of the years of the 2017 MTEF period.
 - Departments may choose to automatically carry-over information from the main adjustment proposal worksheet, and make additional/amended proposals.
 - Changes proposed must reduce the aggregate expenditure level that was tabled in the 2016 Budget by a minimum of **2 per cent**.
- Further guidance on completing templates is included in the templates themselves and should be read before completion thereof.

5.4 Requirements specifically applicable to Entities

- Entities will be required to submit a **2017 MTEF database** by **15 July 2016**. The **MTEC baseline adjustment workbook** will be contained within the 2017 MTEF database.
- For estimation purposes the 2019/20 baseline has been calculated by growing the 2018/19 baseline by 5.6 per cent.
- **Main adjustment proposal worksheet:**
 - Key policy changes proposed to the budget baseline will be shown in this sheet.
 - Databases submitted by institutions must be in a programme format. The first programme or objective must be Administration. *Guidelines on Budget Programmes* are available on National Treasury's website⁵. For 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. It is recommended that entities work on improving their budget programme structure to achieve uniformity in government's reporting system.
 - Each change proposal shown in the MTEC baseline adjustment workbook included in the 2017 MTEF database must clearly indicate:
 - The motivation for the change,
 - The associated performance impact and its quantification, if any,
 - Each proposal component must clearly indicate:
 - The type of change (input cost/spending pressure, higher priority, legal requirement, cost containment/efficiency), as well as a brief description
 - The impact on personnel numbers and personnel profile, and
 - The impact on infrastructure projects by type of infrastructure, if any.
 - Entities are also required to fill in the **Cost containment and efficiencies** as well as the **Statement of cost pressures** support worksheets.

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

- Departments need to indicate to entities whether they are proposing any amendments to the transfers from the department to the entity. Entities should then show the effect of the proposed transfer change in their submission.
- Entities must provide their Board approved annual budgets to the National Treasury by **3 October 2016**.
- Further guidance on completing database templates is included in the templates themselves and should be read before completion thereof.

6 FURTHER REQUIREMENTS FOR 2017 MTEF

6.1 Budget structure changes

- For departments that are reviewing their budget programme structures and activity descriptions; proposed revisions to programme structures should be discussed with the relevant treasury budget analyst before a submission requesting approval for the change is made. Based on agreement with the budget analyst, formal proposals for budget programme structure changes must be submitted to the National Treasury by **24 June 2016**. An update to the **2016 ENE database** in the new budget programme structure will need to accompany this submission. In cases, where the 2015/16 expenditure outcome is recorded in a different programme structure to the 2016 ENE database an updated 2016 ENE database must also be submitted.
- On approval of the budget structure change, the National Treasury will provide the affected department/s with an updated customised MTEC baseline adjustment workbook to complete. The new workbook template will be in the form of the newly approved programme structure as contained in the updated ENE database, submitted with the application.
- The department must then return the completed MTEC baseline adjustment workbook by **15 July 2016**.
- Similarly, provincial sector departments must finalise budget programme structures by **30 June** each year.

6.2 Inflation projections

- 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 2017 MTEF period:
 - 2017/18 financial year: 6.2 per cent
 - 2018/19 financial year: 5.9 per cent
 - 2019/20 financial year: 5.6 per cent.
- The standing guidelines for the *Costing and Budgeting for Compensation of Employees: For the Preparation of Expenditure Estimates for the 2017 Medium Term Expenditure Framework (MTEF)*⁶ should be consulted when costing the compensation of employees.

⁶ These and other guidelines are available on the National Treasury website at www.treasury.gov.za/publications/guidelines.

- 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.

6.3 Infrastructure requirements

- In determining their 2017 MTEF budget proposals, institutions should not reprioritise funding away 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 life cycle costs, including maintenance and operational requirements, regarding all capital infrastructure. The *Capital Planning Guidelines*⁷ should be consulted.

6.4 Personnel budgets

- The 2016 budget established compensation budget limits through the reduction of allocations for compensation of employees across national and provincial government by R10 billion in 2017/18 and R15 billion in 2018/19. On average, earnings of public servants are projected to grow by 8.5 per cent per annum over the next three years. However, budgeted growth in compensation of employees is only 7.4 per cent per annum for national government as well as provinces.
- Departments must remain within the medium-term compensation budget limit approved by Cabinet. Where such alignment is not possible, proposals must be made on how the compensation budget will be managed within these limits.
- The total compensation of employees for a national vote is marked as specifically and exclusively appropriated in the Appropriation legislation, hence these funds may not be diverted for other purposes or augmented from elsewhere. Departments must manage their workforce within the allocated compensation budget limit.
- To this end a Human Resource Budget Plan (HRBP) must be prepared that indicates how the department will manage its workforce within the allocated compensation budget limit. The HRBP must be submitted as part of the MTEC documentation submission and will be evaluated as part of the 2017 budget process.
- Departmental HRBPs may propose a reduction in personnel headcounts in administrative and managerial posts, and must aim to eliminate unnecessary positions in order to establish a sustainable level of authorised and funded posts.
- Departments should actively manage down costs associated with awarding notch increments, allowances, performance bonuses and overtime.
- Departments are to ensure that information in the HRBP and the personnel sheet is consistent and properly reconciled.

6.5 Human Resource Budget Plan

- The HRBP should provide summarised information from that included in the existing HR plans (required in terms of the Public Service Regulations) and must be consistent with compensation budget limits.

⁷ These and other guidelines are available on the National Treasury website at www.treasury.gov.za/publications/guidelines.

- The HRBPs must be submitted to the relevant Treasury for consideration in the budget process, by no later than 15 July 2016. The HRBP of a department must at least contain the following:
 - A breakdown of the currently employed headcount in the department by programme, and salary level. The currently employed headcount should be based on the 31 March 2016 departmental headcount recorded in the salary system.
 - A calculation of the cost implication of maintaining the 31 March 2016 headcount in the department for the current financial year (2016/17) and over the MTEF period. This calculation must be compared with the proposed compensation limit to identify any shortfalls or additional space available within compensation of employees departmental baselines.
 - An indication of all vacancies within a department and the plans to fill any such vacancies in the current financial year and/or over the MTEF period. Plans to fund and fill any vacancies should prioritise core and critical non-core posts.
 - An indication of the potential impact of initiatives to manage the unit cost of employment in a department, which would include management of overtime payments, performance bonuses, notch increments, allowances etc.
 - A headcount management proposal. It may indicate reductions in headcount, which may have to include: proposals on the identification of excess staff and funded vacancies, the redeployment of existing staff towards existing or new vacant posts linked with the abolition of their current posts, as well as intentions to offer employee initiated severance packages or early retirement. The possibility of redeployment across institutions should also be investigated.
- Provincial departments will be required to submit their HRBPs to the relevant provincial treasury in a format as may be prescribed. Provincial treasuries are responsible for approving such plans.
- Further guidance on completing the HRBP is included in the template itself and should be read before completion thereof.

7 2017 MTEF BUDGET PROCESS

7.1 2017 MTEF Budget process

- The documentation contained in the institutional 2017 MTEF submission forms the basis for budget technical group deliberations. Given that in this budget cycle there are **NO** additional funds for allocation; institutions may be engaged on the budget differently in the budget technical structures than they were in the past (refer to Annexure 1 for the various MTEC sub-structures).
- Budget allocation proposals that involve a change to the division of revenue amongst spheres 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. It is also applicable to function shifts across spheres.

- Treasury budget analysts will assist institutions in conducting their budget reprioritisation and reduction work, in collaboration with other institutions within the same technical budget groups.
- The Main adjustment proposal worksheet serves as a summary of an institution's budget submission. A version thereof will be used to continually update the recommendations emanating from the various budget structures. After Cabinet endorsement, this will inform the contents of 2017 MTEF allocation letters issued.

7.2 2017 Estimates of National Expenditure (ENE) publication

- Once decisions are taken, changes will be effected to the 2016 ENE database by sub-programme and economic classification in accordance with the Cabinet endorsement of departmental budget allocation changes. The 2017 ENE database will then be issued to departments.
- Departments will then be required to complete the 2017 ENE database in its entirety, by completing the lower level information underpinning the Cabinet endorsed allocation changes.
- These changes are confined to changes within the main adjustment proposal worksheet endorsed by Cabinet and contained in allocation letters. Any changes at a higher level are not permitted as these should have been included in the Main adjustment proposal worksheet prior to Cabinet review and endorsement of proposals.
- At this stage, institutions are also given the opportunity to make lower level budget realignment changes. In order to retain the decisions taken by Cabinet, the budget realignment exercise, is strictly confined to making technical budget changes of a small magnitude. In aggregate terms, such realignment may **NOT** exceed 2 per cent of a programme budget.

7.3 Critical 2017 MTEF dates

National budget process

| ITEM | DATE |
|--|------------------|
| MTEF technical guidelines and MTEC baseline adjustment workbook issued to institutions | 15 June 2016 |
| Information sessions with institutions on MTEF technical guidelines and databases | June 2016 |
| Departments submit proposals for budget programme structure revision to National Treasury, together with an update of the 2016 ENE database. In cases, where the 2015/16 expenditure outcome is recorded in a different programme structure to the 2016 ENE database an updated 2016 ENE database must also be submitted | 24 June 2016 |
| Budget submission from institutions | 15 July 2016 |
| MTEC process concludes: Recommendations tabled to MINCOMBUD | September 2016 |
| Entities submit board approved annual budget to National Treasury | 3 October 2016 |
| ENE technical guidelines and database distributed to institutions | October 2016 |
| Tabling of Medium Term Budget Policy Statement | 26 October 2016 |
| Preliminary allocation letters issued to departments | 28 October 2016 |
| Ministerial comments on preliminary allocation letters | 4 November 2016 |
| Submission of draft 2017 ENE chapter and database by institutions | 11 November 2016 |
| Cabinet approved final allocations distributed to departments | 23 November 2016 |
| Budget tabled in Parliament | February 2017 |

- Critical dates for the provincial budget process are provided in the table below. Provincial departments and 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*⁸. Provincial treasuries must receive revised baseline estimates from provincial departments and public entities by **15 July 2016**, in order for consolidated provincial estimates to be prepared by **12 August 2016**.

Provincial budget process

| ITEM | DATE |
|--|----------------------------|
| Technical Committee on Finance Lekgotla | 27 - 29 July 2016 |
| Provincial treasuries submit first draft 2017 Budgets to National Treasury: Estimates of Provincial Revenue and Expenditure and database | 12 August 2016 |
| Technical Committee on Finance meeting | 2 September 2016 |
| Budget Council and Budget Forum meeting | 23 September 2016 |
| Preliminary conditional grant frameworks and allocations submitted to National Treasury by national departments | 3 October 2016 |
| Tabling of Medium Term Budget Policy Statement | 26 October 2016 |
| Preliminary allocation letters issued to provinces – equitable share and conditional grant allocations | 28 October 2016 |
| Provincial treasuries submit 2nd draft 2017 Budgets to National Treasury: Estimates of Provincial Revenue and Expenditure and database | 18 November 2016 |
| Technical Committee on Finance meeting | 23 January 2017 |
| Provincial benchmark exercise for 2017 Budget (1st round) | 01 - 07 December 2016 |
| KwaZulu-Natal | 01 December 2016 AM |
| Western Cape | 02 December 2016 AM |
| Limpopo | 01 December 2016 PM |
| Northern Cape | 05 December 2016 AM |
| Mpumalanga | 05 December 2016 PM |
| Free State | 07 December 2016 AM |
| North West | 06 December 2016 PM |
| Gauteng | 02 December 2016 PM |
| Eastern Cape | 06 December 2016 AM |
| Final conditional grant frameworks and allocations submitted to National Treasury by national departments | 2 December 2016 |
| Second allocation letter to provinces | 9 December 2016 |
| Provincial benchmark exercise for 2017 Budget (2nd round) | 12 - 18 January 2017 |
| Technical Committee on Finance meeting | End January 2017 |
| Final allocation letters issued to provinces | End Jan / Early Feb 2017 |
| Budget Council meeting | End Jan / Early Feb 2017 |
| Provincial 2017 Budgets tabled at provincial legislatures | End Feb / Early March 2017 |

⁸ These and other guidelines are available on the National Treasury website at www.treasury.gov.za/publications/guidelines

ANNEXURE 1: BUDGET PROCESS AND MTEC SUB-STRUCTURES

OBJECTIVES AND SCOPE OF THE BUDGET PROCESS

1. The substantive objectives of the budget processes are:
 - *Fiscal sustainability*: achieving an appropriate balance between revenue, expenditure, the debt level and other fiscal aggregates in a manner that promotes economic stability over the economic cycle and ensures a sustainable fiscal position.
 - *Effective allocation of resources*: achieving an allocation of limited resources that reflects the political and policy priorities of government and which takes account of evidence of programme effectiveness.
 - *Value for money*: resource allocation through the budget and new approaches to procurement must contribute to the constitutional requirement that “efficient, economic and effective use of resources must be promoted”.
2. The budget process is organised to allocate resources across four dimensions:
 - The principle of **function budgeting** which clusters institutional activities and resource allocation around policy objectives or outcomes.
 - The **economic allocation** of spending, which balances resources between the purchase of inputs such as human capacity (compensation), physical assets (capital spending) or goods and services.
 - The Constitution requires that resources are shared equitably between the three spheres of government. The budget includes a process of **intergovernmental fiscal planning** through which national, provincial and local government cooperate to design intergovernmental fiscal instruments and allocate resources towards common objectives.
 - A **consolidated budget** approach to public finances integrates departmental budgets of national and provincial government with the financing of agencies, entities and other institutions that are largely funded by the fiscus.

FIGURE 1: FOUR DIMENSIONS OF THE BUDGET

| | | | |
|-----------------|--|---|---------------------|
| OUTCOMES | FUNCTIONAL | ECONOMIC | INPUTS |
| | <ul style="list-style-type: none"> ▪ Health ▪ Education ▪ Social protection ▪ Safety and security ▪ Economic affairs ▪ Human settlements ▪ Rural development and agriculture ▪ General public services | <ul style="list-style-type: none"> ▪ Compensation of employees ▪ Interest payments ▪ Capital spending ▪ Goods and services ▪ Transfers and subsidies | |
| SPHERES | INTER-GOVERNMENTAL | CONSOLIDATED | INSTITUTIONS |
| | <ul style="list-style-type: none"> ▪ National ▪ Provincial ▪ Local <p><i>Equitable share, conditional grants and indirect grants</i></p> | <ul style="list-style-type: none"> ▪ Departments ▪ Agencies ▪ Funds and trading accounts ▪ Business enterprises ▪ Authorities, councils, commissions <p><i>All institutions that depend on the fiscus for income</i></p> | |

3. **Function-budgeting** serves two purposes:
 - It is a method of categorising expenditure based on the policy objectives which the expenditure is intended to achieve.
 - It is a framework in terms of which the budget process is organised. The process of planning, collaborating, negotiating and deciding on resource allocation is aligned within a function group categorisation of expenditure.
4. Classifying resource allocations according to their purpose shifts the focus of budgeting from line items to outcomes. This implies a discussion of the relationship between allocations and the design of policy frameworks, institutional arrangements and delivery models that seek to achieve a particular outcome. It takes budgeting beyond a focus on individual administrative units, recognising that policy outcomes require cooperation between complementary stakeholders.
5. Where appropriate, function groups are subdivided into technical groups for purposes of discussion and engagement during the technical phase of the budget process.

TECHNICAL STRUCTURES

6. The senior technical structures of the MTEF budget process are the Medium Term Expenditure Committee (MTEC) and the Technical Committee on Finance (TCF):
 - MTEC is a committee of senior officials from NT, DPME, COGTA and DPSA that makes recommendations to MINCOMBUD regarding budget allocations in the medium term expenditure framework, taking into account government priorities, funding available, alternative funding sources and the division of revenue amongst the three spheres of government.
 - TCF is a committee of the heads of all provincial treasuries and is chaired by the DDG of the Intergovernmental Relations division of the National Treasury. The TCF considers intergovernmental finances and the division of revenue and makes recommendations to the Budget Council, Budget Forum and MTEC.
7. The process of generating final recommendations to MTEC includes the following elements:
 - National Treasury appoints a coordinator for each technical group, who will be responsible for engaging with budget institutions and preparing reports to the MTEC for each technical group.
 - Budget *bilaterals* are convened between National Treasury and senior finance and programme officials in each institution.
 - *Technical group* meetings are held, in which relevant departments, public entities and provincial structures participate. Technical groups are aligned with particular outcomes specified in the MTSF. The technical group considers submissions by institutions and discusses the reallocation of resources within the group as a whole. Financial analysis discussions are also held with selected entities.

| 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, coordinating central government departments 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 achieving government's policy objectives Deliberate on the trade-offs and challenges that cut across the Function group |
| FUNCTION 10x10 | <p><i>SCOPE:</i> Basic Education, Health, 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 achieving government's policy objectives Deliberate on the trade-offs and challenges that cut across the Function group |

- In function areas with a large degree of concurrent powers (such as basic education, health and human settlements and municipal infrastructure), a function 10x10, composed of heads of department of the nine provincial and one national lead department in the function together with their finance counterparts, will be convened as a substitute or complement for the work of the technical group. Where resource allocation decisions are recommended that alter the division of revenue across the three spheres of government, a function 10x10 will be required.

- *Performance dialogues*, convened by the Department of Planning, Monitoring and Evaluation (DPME) together with the technical group coordinators will be held for each technical group.
 - MTEC may also convene *function group hearings*, *DG's budget forums* on budget policy or other meetings involving senior officials from relevant institutions and experts from the relevant field. In this setting, several technical groups may be brought together to consider submissions by institutions and discuss the allocation of resources across the function as a whole.
8. Technical group coordinators will prepare a final report on the outcome of the process. These reports will be presented to MTEC, which will make final recommendations to MINCOMBUD and then to Cabinet.

POLITICAL STRUCTURES

The Ministers' Committee on the Budget

9. MINCOMBUD has been constituted as a Committee of Cabinet, chaired by the Minister of Finance. Its members were appointed by the President on recommendation from the Minister of Finance. MINCOMBUD may invite other members of Cabinet or senior officials to attend and/or present on issues of relevance to its mandate. In addition to political office bearers, MINCOMBUD meetings are attended by the Directors-General of National Treasury, the Presidency, and the Departments of Planning, Monitoring and Evaluation and Cooperative Governance. Senior officials of National Treasury attend as determined by the Director General: National Treasury. The Director-General: National Treasury ensures that the National Treasury provides administrative services for the proper functioning of MINCOMBUD.
10. The functions of MINCOMBUD are to:
- Consider and advise Cabinet on budget allocations to be included in the national budget, MTEF and the division of revenue framework.
 - Consider matters related to the determination of expenditure allocations, including the economic assumptions underpinning the budget, fiscal policy objectives and tax proposals.
 - Recommend, in terms of section 30(2)(b) of the PFMA, items of unforeseeable and unavoidable expenditure to be included by the Minister of Finance in the national adjustments budget. When performing this function, the President and the Deputy President chair MINCOMBUD, and constitute the "(MINCOMBUD)/Treasury Committee".

Budget Council and Budget Forum

11. The Intergovernmental Fiscal Relations Act (97 of 1997) establishes a Budget Council consisting of the Minister of Finance and the MEC for Finance of each province. The Chairperson of the Financial and Fiscal Commission may also attend the Budget Council. The Minister of Finance is the chairperson of the Budget Council.
12. The Act defines the Budget Council as a body in which the national government and the provincial governments consult on any fiscal, budgetary or financial matter affecting the provincial sphere of government.
13. The Intergovernmental Fiscal Relations Act (97 of 1997) establishes a Local Government Budget Forum comprising of the Minister of Finance (who is the chairperson), the MEC for Finance of each province and five representatives of the South African Local Government

Association (SALGA) at national level as well as one representative of SALGA from each province. The Act defines the Budget Forum as a body in which the national government, the provincial governments and organised local government consult on any fiscal, budgetary or financial matter affecting the local sphere of government.

Joint MINMECs

14. From time to time, the Minister of Finance in consultation with the Cabinet member responsible for another portfolio may convene a Joint MINMEC to consider sector budget issues and make recommendations to MINCOMBUD. A Joint MINMEC is comprised of the Minister of Finance, Members of the Executive Council of Finance from nine provinces and their counterparts at national and provincial level from the relevant department.

ANNEXURE 2: BUDGET MEETING 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 [4] Nation building and social cohesion | Chapter 9 Chapter 15 | 1: Basic education | Basic Education Arts and Culture Sport and Recreation | Education Arts and Culture Sport and Recreation | SACE, uMlusi, FPT, NAC, PanSALB, SAHRA, NHC, Heritage Institutions, Arts, Libraries, Boxing SA, SAIDS |
| | | | 2: Arts, Sport, Recreation and culture | Higher Education and Training | | SETAs, NSFAS, QTCO, SAQA, CHE, NSF |
| | | | 3: Post school education and training | Health | | CMS, NHLS, MRC |
| 3. HEALTH | [2] A long and healthy life for all South Africans | Chapter 10 | 4: Health | Health | Health | |
| 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 |
| | | | 6: Defence and state security | Defence Military Veterans National Treasury P10 (Financial Intelligence and State Security) Home Affairs | | ARMSCOR, CCB, FIC |
| 5. DEFENCE, PUBLIC ORDER AND SAFETY | [3] All people in South Africa are and feel safe | Chapters 12 and 14 | 7: Home affairs⁹ | Police | | EC, GPW PSIRA |
| | | | 8: Police services | Independent Police Investigative Directorate Civilian Secretariat for Police | Safety and Security | |
| | | | 9: Law courts and Prisons | Justice and Constitutional Development Correctional Services Office of the Chief Justice | | Legal Aid SA, SIU, OPP, SAHRC |

⁹ Although the Department of Home Affairs will be in the Defence, Public Order and Safety Function, for budget meetings and deliberations the functional classification of data will continue to include the Department of Home Affairs' expenditure under the General Public Services Function.

ANNEXURE 2: BUDGET MEETING FUNCTION AND TECHNICAL GROUPS

| FUNCTION GROUP | MTSF OUTCOME | NDP | TECHNICAL GROUP | NATIONAL DEPARTMENTS | PROVINCIAL DEPARTMENTS | KEY PUBLIC ENTITIES |
|----------------------------|--|---|---|---|--|---|
| 6. ECONOMIC AFFAIRS | <p>[4] Decent employment through inclusive economic growth</p> <p>[5] A skilled and capable workforce to support inclusive growth path</p> <p>[10] Protect and enhance our environmental assets and natural resources</p> <p>[13] An inclusive and responsive social protection system</p> | <p>Chapters 3, 5, and 7</p> <p>Chapter 11</p> | 10: Industrial development and trade | <p>Economic Development</p> <p>Mineral Resources</p> <p>Trade and Industry</p> <p>Tourism</p> <p>Small Business</p> <p>Public Works P4 (Property and Construction Industry Policy Regulation)</p> | Economic Development | <p>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</p> |
| | | | 11: Employment, labour affairs and social security funds | <p>Labour</p> <p>Public Works P3 (Expanded Public Works)</p> <p>National Treasury P7 (Pensions, Contributions and Benefits)</p> <p>All EPWP programmes in other national departments</p> | <p>Labour</p> <p>EPWP programmes</p> | <p>Fund</p> <p>UIF, RAF, Compensation Fund</p> |
| | | | 12: Science, technology, innovation and the environment | <p>Science and Technology</p> <p>Environmental Affairs</p> | <p>Environmental Affairs</p> <p>Nature Conservation</p> <p>Tourism</p> | <p>ASSAF, CSIR, HSRC, NRF, SANSa, TIA, SANBI, SANParks, Isimangaliso, Weathersa</p> |
| | <p>[6] An efficient, competitive and responsive economic infrastructure network</p> | <p>Chapter 4</p> | 13: Economic infrastructure and network regulation | <p>Energy (except P4)</p> <p>Transport (except P7)</p> <p>Telecommunications and Postal Services</p> <p>Water and Sanitation (except P3 sub programme Water Service Infrastructure and P4)</p> | <p>Provincial roads and other economic infrastructure</p> | <p>SANRAL, Ports Regulator, Sentech, USSASA, SAPO, USAF, CEF, NEMISA, ACSA, ATNS, BOCMA, CBRTA, CAA, DLCA, SANEDI, TCTA, NMR, NRWDI, RTIA, RTMC, SAMSA, SITA, Water Boards,</p> |

ANNEXURE 2: BUDGET MEETING FUNCTION AND TECHNICAL GROUPS

| 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 | 14: Human settlements and municipal infrastructure | Human Settlements Water and Sanitation (P3 sub programme Water Services) Infrastructure and P4 Water and Sanitation Services) Transport P7 (Public Transport) 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) | 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 | | | | |
| 8. AGRICULTURE, RURAL DEVELOPMENT AND LAND REFORM | [7] Comprehensive rural development and land reform | Chapter 3 and 6 | 15: Agriculture, rural development and land reform | Agriculture, Forestry and Fisheries Rural Development and Land Reform | | ALHA, ARC Ingonyama, NAMC, Ncera, OBP, PPECB, Deeds, MLRF |
| | | | | | | |
| 9. GENERAL PUBLIC SERVICES | | | 16: 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 |
| | [12] An efficient, effective and development oriented public service | Chapter 13 | 17: 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 |
| | [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 |
|---------------------|---|
| 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 |
| PACFS | Performing Arts Council of the Free State |
| 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 Investigating Unit |
| PPSA | Public Protector 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 | Mintek |
| 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 |
| NLC | National Lotteries Commission |
| 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 |
| BGCMA | Breede-Gouritz Catchment Management Agency |
| CEF | Central Energy Fund |
| CBRTA | Cross-Border Road Transport Agency |
| DLCA | Driving Licenses Card Account |
| ICMA | Inkomati-Usuthu 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 |
| PRSA | 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 (Pty) Ltd. |
| 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 SA |
| 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 |
|---------------------|--|
| SASRIA | Sasria Limited |
| 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 |
| IEC | Electoral Commission of South Africa |
| AfricREN | African Renaissance and International Cooperation Fund |